National Defence | Défense nationale

DEPARTMENT OF NATIONAL DEFENCE

REPORT ON PLANS AND PRIORITIES 2011-12

Part III - Estimates

Canada

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MINISTER'S MESSAGE

It is my pleasure to present to Parliament and Canadians the 2011-12 Report on Plans and Priorities for the Department of National Defence and the Canadian Forces (DND/CF)[1].

Canadians are rightly proud of the enormous contributions made by the DND and CF to protecting Canadians and supporting our interests and values, including by contributing to security and humanitarian operations. In 2011-12, the DND and CF will continue to ensure operational excellence by fulfilling the roles and missions outlined in the *Canada First* Defence Strategy (CFDS) – defending Canada and Canadians, remaining a strong and reliable partner in the defence of North America, and contributing to international peace and security.

The DND and CF are prepared to protect our citizens, respond to natural disasters and conduct search and rescue operations anywhere in Canada. The CF support the Government in exercising sovereignty in Canada's North by conducting routine and contingency missions in the region, such as Operation NANOOK. The DND and CF maintain our partnership with the United States in the defence of North America through activities such as collaboration within the North American Aerospace Defence Command (NORAD) and bilateral talks. We are strengthening the relationship with our most important ally through bilateral training and exercises, which ensure the continued interoperability of our armed forces and the defence of our shared continent.

Canadians recognize the sacrifices and achievements of the CF in Afghanistan. The DND and CF will maintain operational excellence abroad as we transition the Afghanistan mission to a non-combat training role. As demonstrated by their rapid and effective response to events in Newfoundland and Labrador and in Haiti, the CF remains prepared to deploy elsewhere at home and around the world as requested by the Government.

Continuing to deliver on our CFDS commitments while beginning the non-combat training mission in Afghanistan requires that resources are optimized to deliver on commitments, including by providing our military with the best training to ensure they can deploy rapidly. We are also increasing the flexibility of our investment plan to procure and maintain the equipment and infrastructure we need now and in the future. Through this balanced approach, the CF will remain an agile and flexible military, capable of meeting the needs of Canadians. While investments help modernize and rebuild the CF, they also continue to have a positive impact on Canadian communities by creating economic opportunities across the country.

I am honoured to lead this great national institution and I am proud of the professionalism and commitment demonstrated by the CF and the department's civilian personnel. I look forward to working with Parliament and Canadians on strengthening every aspect of the Defence Team.

Original signed by:

The Honourable Peter MacKay, P.C., M.P.
Minister of National Defence

SECTION I: DEPARTMENTAL OVERVIEW

Introduction

The Defence Team Mission is to provide combat-capable, multi-purpose forces for employment both at home and abroad to protect Canada and Canadians, and to deliver strategic effect for Canada. To accomplish this, Defence will be agile, flexible, affordable and resilient. We will raise, generate, employ and sustain world-class forces that work cohesively to advance Canadian interests and to maintain our reputation as a trusted and relevant partner at home and abroad.

Defence must be sustainable and serve the national interest. Our core responsibility is to succeed in operations while providing an affordable program of activities, preparing for future operational challenges and caring for our military members and their families.

The following recurring themes and challenges are highlighted within the report and outline the focus of our planned activities for the 2011-12 reporting period:

- Planning for, and implementing, the transition of the CF from a combat to non-combat role in Afghanistan in support of the Government of Canada's commitment to the North Atlantic Treaty Organization (NATO) Training Mission Afghanistan (NTM-A) where we will advance security, promote the rule of law and human rights, and support the delivery of humanitarian assistance to the Afghan people;
- Continuing to deliver on our Defence Priorities in support of the Government of Canada's priorities; and
- Ensuring excellence in the management of Departmental resources.

The evolving global security environment continues to occupy the international agenda. Challenges include global terrorism, the enduring threat of regional conflicts emerging around the world, proliferation of weapons of mass destruction and conventional weapons, insurgencies and cyber attacks, piracy, and the global financial situation. The Defence Team continues to adapt and is prepared to meet these challenges.

Raison d'être and Responsibilities

The *National Defence Act*[2] establishes DND and the CF as separate entities, operating with an integrated National Defence Headquarters, as they pursue their primary responsibility of providing defence for Canada and Canadians.

On behalf of the people of Canada, Defence stands ready to perform three key roles:

- Defend Canada - by delivering excellence at home;
- Defend North America - by being a strong and reliable partner with the United States in the defence of the continent; and
- Contribute to International Peace and Security - by projecting leadership abroad.

The Defence mandate is carried out with the support of a group of related organizations and agencies within the portfolio of the Minister of National Defence. For further details on selected Defence Portfolio organizations, please refer to *Section IV: Other Items of Interest – Selected Defence Portfolio HR and Financial Resources*. For further information on the legislative framework within which Defence operates, please see *Section IV: Other Items of Interest – Legislative Environment*.

The Report on Plans and Priorities (RPP) for fiscal year 2011-12 is based upon the following foundational elements:

- The Defence Program Activity Architecture (PAA), which defines strategic outcomes and program activity areas and provides the planning, management and reporting structure for Defence;
- The *Canada First* Defence Strategy (CFDS), which mandates specific core missions and capability investments;
- The Defence Priorities for 2011-12, which identify specific commitment areas within Defence to which additional effort and resources are allocated to mitigate risks and thus enable the delivery of the Defence mandate; and
- The Corporate Risk Profile (CRP), which documents the key risks impacting Defence activities and their associated mitigation strategies.

Strategic Outcomes and Program Activity Architecture

Within Treasury Board Secretariat's Policy on Management, Resources and Results Structures[3] (MRRS) for planning, management and reporting, the Program Activity Architecture[4] sets out the strategic outcomes that are Defence's key method of tracking performance. While the PAA inventories activities undertaken by the Department, the strategic outcomes indicate the planned benefits arising from these activities.

Defence's four strategic outcomes, each supported by related program activities, are:

- Defence Operations will improve Peace, Stability and Security wherever deployed;
- National Defence is Ready to meet Government Defence Expectations;
- Resources are Acquired to meet Government Defence Expectations; and
- Care and Support to the Canadian Forces and Contribution to Canadian Society.

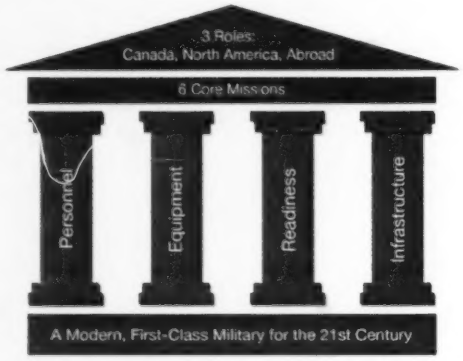
Each Defence Strategic Outcome and Program Activity is aligned to relevant Defence Priorities, Corporate Risks, and a Government of Canada Outcome Area. For further information, please refer to *Section IV: Other Items of Interest – Departmental Link to Government of Canada Outcome Areas.*

For a full illustration of the Defence PAA, please refer to *Section IV: Other Items of Interest – Defence Program Activity Architecture*. For descriptions of Defence strategic outcomes and associated program activities, please refer to *Section II: Analysis of Program Activities by Strategic Outcome*.

The *Canada First* Defence Strategy

To help Defence carry out our roles and responsibilities, the *Canada First* Defence Strategy[5] (CFDS), released in May 2008, ensures a first-class, modern military that is well-trained, well-equipped and ready to take on the challenges of the 21st century.

To accomplish this, the CFDS provides a 20-year roadmap to modernize the CF with stable and predictable funding that permits long-term planning and investment in four Defence capability areas or pillars:



- Personnel: Expand the CF to a total strength of 100,000 (Regular 70,000/Reserve 30,000) by fiscal year 2027-28;
- Equipment: Renew the CF's core equipment platforms;
- Readiness: Maximize personnel training and equipment availability; and
- Infrastructure: to meet Canada's future defence and security requirements, the Government of Canada intends to replace or refurbish approximately 25 per cent of DND infrastructure holdings within 10 years, with approximately 50 per cent being replaced or refurbished over 20 years.

The CFDS articulates the broad strategic vision for Defence aligned with the level of ambition identified by the Government of Canada and outlines six core CF missions in domestic, continental and international contexts:

- Conduct daily domestic and continental operations, including in the Arctic and through the North American Aerospace Defense Command (NORAD);
- Support a major international event in Canada such as the G8, G20 and North American Leaders' Summits;
- Respond to a major terrorist attack;
- Support civilian authorities during a crisis in Canada such as a natural disaster;
- Lead and/or conduct a major international operation for an extended period; and
- Deploy forces in response to crises elsewhere in the world for shorter periods.

Risk Analysis

Defence is influenced by a wide range of factors, domestic and international, that have an impact on how we carry out our mandate. These factors present us with both risks and opportunities, which are taken into account as we deliver on our roles and responsibilities. Our continuous monitoring of emerging issues, developments and trends allows us to anticipate and respond to challenges, while mitigating risks.

The Corporate Risk Profile (CRP) documents the key risks facing Defence and has, therefore, an important influence on our planning and resource allocation decisions. It is a tool through which the executive leadership can provide guidance and direction to mitigate those Corporate Risks vital to the establishment and sustainment of the Defence mission. In general, operational and tactical risks are not elevated to the CRP as these are inherent to Defence's business and are managed on a day-to-day, routine basis.

The CRP is derived from the review of external and internal risks that require mitigation. For fiscal year 2011-12, three key Corporate Risks having a Defence-wide impact are highlighted. These are Defence Team Capacity Issues, Canadian Forces Reconstitution, and Investment Plan (IP) Flexibility. The key Corporate Risks, as well as their attendant mitigation actions, are presented below. To fulfill the Government of Canada's expectations, Defence will continue to manage these Corporate Risks in an effective manner.

Key Corporate Risks	
Risk	**Action**
Canadian Forces Reconstitution	Planning for the end of the combat mission in Afghanistan in 2011, and planning for CF readiness post-2011 including the Government of Canada's commitment to train the Afghan National Army after the end of the combat mission.
Defence Team Capacity	Placing priority on achieving the right balance and composition of the Defence workforce with focused attention on addressing military and civilian occupations of concern, and on leadership and professional development at all levels in the organization.
Investment Plan Flexibility	Ensuring that there is sufficient flexibility in the IP to address both emerging operational requirements and CF capability requirements of the future as outlined in the CFDS.

In an effort to increase the visibility of the CRP in this report, Defence has developed a Defence Priorities - CRP - PAA Alignment Matrix[6], which illustrates the risks related to each Program Activity. See *Section II: Analysis of Program Activities by Strategic Outcome* for discussion of risks and associated mitigation strategies.

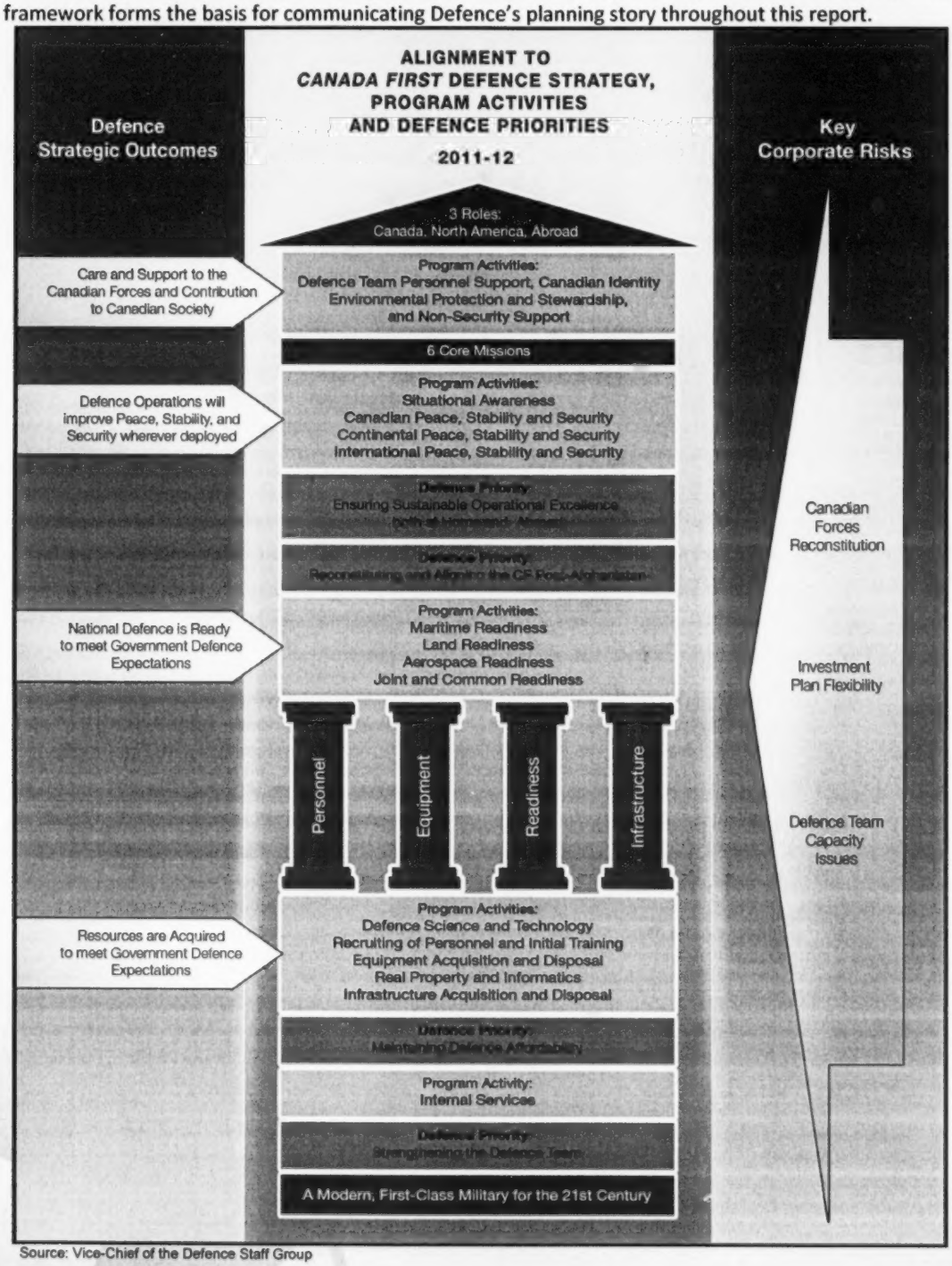
The Defence Priorities

The Defence Priorities are informed by the key Corporate Risks, and represent a focused number of areas where efforts and resources will be directed to mitigate those risk areas. Doing so addresses gaps in capability or capacity to enable Defence to act effectively on Government of Canada direction. To respond to the Government's priorities for Defence and support the activities essential to achieve excellence in our operations and management, the Defence Priorities articulated in RPP 2011-12 are:

- Ensuring Sustainable Operational Excellence both at Home and Abroad;
- Reconstituting and Aligning the CF Post-Afghanistan;
- Maintaining Defence Affordability; and
- Strengthening the Defence Team.

Defence Planning and Performance Reporting Framework

The following diagram illustrates the alignment of Defence's PAA, Risks and Priorities to the CFDS. This framework forms the basis for communicating Defence's planning story throughout this report.


Defence Strategic Outcomes
ALIGNMENT TO CANADA FIRST DEFENCE STRATEGY, PROGRAM ACTIVITIES AND DEFENCE PRIORITIES
2011-12
Key Corporate Risks
3 Roles: Canada, North America, Abroad
Care and Support to the Canadian Forces and Contribution to Canadian Society
Program Activities: Defence Team Personnel Support, Canadian Identity Environmental Protection and Stewardship, and Non-Security Support
6 Core Missions
Defence Operations will improve Peace, Stability, and Security wherever deployed
Program Activities: Situational Awareness Canadian Peace, Stability and Security Continental Peace, Stability and Security International Peace, Stability and Security
Defence Priority: Ensuring Sustainable Operational Excellence both at Home and Abroad
Defence Priority: Reconstituting and Aligning the CF Post-Afghanistan
National Defence is Ready to meet Government Defence Expectations
Program Activities: Maritime Readiness Land Readiness Aerospace Readiness Joint and Common Readiness
Personnel
Equipment
Readiness
Infrastructure
Resources are Acquired to meet Government Defence Expectations
Program Activities: Defence Science and Technology Recruiting of Personnel and Initial Training Equipment Acquisition and Disposal Real Property and Informatics Infrastructure Acquisition and Disposal
Defence Priority: Maintaining Defence Affordability
Program Activity: Internal Services
Defence Priority: Strengthening the Defence Team
A Modern, First-Class Military for the 21st Century
Canadian Forces Reconstitution
Investment Plan Flexibility
Defence Team Capacity Issues

Source: Vice-Chief of the Defence Staff Group

Contribution to the Federal Sustainable Development Strategy

Defence is a participant in the Federal Sustainable Development Strategy[7] (FSDS). The *Federal Sustainable Development Act*[8] establishes environmental sustainability as a long-term Government-wide priority, and requires the Government of Canada to develop and table an FSDS, integrating environmental sustainability and strategic environmental assessment as an integral part of its decision-making processes. Contributions are further explained in Sections II, III and IV.

Defence's contribution is through Theme IV: Shrinking the Environmental Footprint – Beginning with Government[9]. These contributions, and linkages to the PAA, are further explained in *Section II: Analysis of Program Activities by Strategic Outcome*.

The RPP uses this logo to indicate Defence activities that contribute to Theme IV of the FSDS. For additional details on Defence's activities to support sustainable development please see *Section III: Supplementary Information – Greening Government Operations* and both *Section IV: Other Items of Interest – Sustainable Development* and *Section IV: Other Items of Interest – Strategic Environmental Assessment*.

Planning Summary

Financial Resources

Financial Resources ($ thousands)			
	Planned Spending		
	2011-12	2012-13	2013-14
Departmental Spending	21,299,079	21,688,661	21,295,386
Capital Spending (included in Departmental Spending)	4,664,573	5,129,587	5,273,247

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

Human Resources

Over the next several years, we will adjust our personnel strategy to position Defence to meet future challenges and to deliver an affordable and sustainable Defence Program.

The long term objectives of the Regular and Reserve personnel, and civilian workforce are established as prescribed in the CFDS (70,000 Regular and 30,000 Reserve personnel by 2028; and 25,000 civilian workforce). The CFDS target to increase the effective strength of the Regular Force to 68,000 personnel was met ahead of the fiscal year 2011-12 schedule. As we plan for the end of the combat mission in Afghanistan and CF readiness post-2011, we will stabilize the Regular Force at 68,000 and ease the civilian workforce towards CFDS targets through natural attrition, over the next three fiscal years. We will also review the Reserve Force to determine a suitable Reserve employment model and validate the apportionment between Class A, Class B and Class C Reserves. Notwithstanding the above, we will need to determine the appropriate balance of personnel – Regular, Reserve and civilian – within the Department and across all Program Activities.

Human resource figures planned over the next three fiscal years are summarized in the following tables. For further explanation, please see endnotes. This data may be adjusted according to the outcome of the Strategic Review exercise.

Human Resources Summary (Full-Time Equivalent - FTE)[10]			
	2011-12	2012-13	2013-14
Regular Force	68,000	68.000	68,000
Primary Reserve (Class C)	791	500	500
Civilian – Departmental	26,490	25,790	24,790
Civilian – Organizations reporting directly to the Minister of National Defence*	1,710	1,710	1,710
TOTAL	**96,991**	**96,000**	**95,000**

Sources: Vice-Chief of the Defence Staff Group, Chief Military Personnel Group, Assistant Deputy Minister (Human Resources – Civilian) Group
*Organizations reporting directly to the Minister of National Defence include Communications Security Establishment Canada, National Search and Rescue Secretariat, and the Office of the Ombudsman for the Department of National Defence and the Canadian Forces. For further details, please see *Section IV: Other Items of Interest – Selected Defence Portfolio HR and Financial Resources.*

Human Resources Summary (Reserve Force Personnel)[11]			
	2011-12	2012-13	2013-14
Primary Reserve (all classes) Total Strength	34,750	34,750	34.750
Primary Reserve (all classes) Average Paid Strength	27,000	27,000	27,000
Cadet Organizations Administration and Training Service	8,000	8,000	8,000
Canadian Rangers	5,000	5,000	5,000

Source: Vice-Chief of the Defence Staff Group
Data Sources: Director Human Resources Information Management (DHRIM) report, Assistant Deputy Minister (Finance and Corporate Services) Group Revised Pay System for the Reserves (RPSR) monthly records

Strategic Outcomes

Strategic Outcome: Defence Operations will Improve Peace, Stability and Security Wherever Deployed						
Performance Indicators					**Targets**	
% Effects Achieved (aggregate for all commands)					80-100%	
Program Activity		**Spending ($ thousands)**				**Alignment to Government of Canada Outcome Area**
		Forecast	**Planned**			
		2010-11	**2011-12**	**2012-13**	**2013-14**	
Situational Awareness	CS	150,960	105,310	95,526	97,137	A safe and secure world through international cooperation
	DS	691,448	638,303	639,870	653,474	
Canadian Peace, Stability and Security	CS	6,431	16,248	14,672	14,961	A safe and secure Canada
	DS	394,647	282,628	287,759	296,368	
Continental Peace, Stability and Security	CS	5,352	3,180	2,909	2,961	A strong and mutually beneficial North American partnership
	DS	197,835	197,907	204,418	212,045	
International Peace, Stability and Security	CS	541,121	319,451	290,174	295,873	A safe and secure world through international cooperation
	DS	2,732,893	2,027,838	1,404,882	1,159,337	
Total Planned Spending	CS	**703,865**	**444,189**	**403,281**	**410,931**	
	DS	**4,016,823**	**3,146,676**	**2,536,929**	**2,321,224**	

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
DS: Departmental Spending; CS: Capital Spending (included in Departmental Spending) | Due to rounding, figures may not add up to totals shown.
Note: The decrease in Departmental planned spending in fiscal year 2012-13 is largely a result of a decrease in planned spending under International Peace, Stability and Security.

Strategic Outcome: National Defence is Ready to meet Government Defence Expectations						
Performance Indicators						**Targets**
% Readiness level for Maritime, Land and Aerospace combined						98-100%
Program Activity		**Spending ($ thousands)**				**Alignment to Government of Canada Outcome Area**
		Forecast	**Planned**			
		2010-11	**2011-12**	**2012-13**	**2013-14**	
Maritime Readiness	CS	2,709	32,554	29,760	30,302	A safe and secure world through international cooperation
	DS	2,001,206	2,188,533	2,260,119	2,183,647	
Land Readiness	CS	114,474	36,671	33,473	34,086	A safe and secure world through international cooperation
	DS	4,167,518	3,630,264	3,829,067	3,725,108	
Aerospace Readiness	CS	88,047	33,062	30,292	30,826	A safe and secure world through international cooperation
	DS	2,400,509	1,883,626	1,952,555	1,872,254	
Joint and Common Readiness	CS	197,953	176,309	198,477	205,895	A safe and secure world through international cooperation
	DS	2,325,417	2,237,251	2,340,639	2,273,152	
Total Planned Spending	CS	**403,184**	**278,595**	**292,001**	**301,110**	
	DS	**10,894,649**	**9,939,674**	**10,382,380**	**10,054,161**	

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
DS: Departmental Spending; CS: Capital Spending (included in Departmental Spending) | Due to rounding, figures may not add up to totals shown.
Note: The decrease in Departmental planned spending in fiscal year 2011-12 is largely a result of a decrease in planned spending under both Land Readiness and Aerospace Readiness.

Strategic Outcome: Resources are Acquired to meet Government Defence Expectations						
Performance Indicators						**Targets**
Performance against CFDS as measured by Investment Plan and Business Plans						95-100%
Program Activity		**Spending ($ thousands)**				**Alignment to Government of Canada Outcome Area**
		Forecast	**Planned**			
		2010-11	**2011-12**	**2012-13**	**2013-14**	
Defence Science and Technology	CS	31,449	20,858	18,925	19,296	An innovative and knowledge-based economy
	DS	373,338	327,069	334,420	343,461	
Recruiting of Personnel and Initial Training	CS	9,338	2,610	2,367	2,414	A safe and secure world through international cooperation
	DS	653,758	1,416,719	1,390,338	1,377,324	
Equipment Acquisition and Disposal	CS	2,545,885	3,220,409	3,782,625	3,921,891	A safe and secure world through international cooperation
	DS	2,691,307	3,498,227	4,089,999	4,193,603	
Real Property and Informatics Infrastructure Acquisition and Disposal	CS	704,360	628,124	566,933	552,916	Strong economic growth
	DS	775,843	665,501	606,161	593,215	
Total Planned Spending	CS	**3,291,032**	**3,872,000**	**4,370,850**	**4,496,516**	
	DS	**4,494,246**	**5,907,517**	**6,420,918**	**6,507,603**	

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
DS: Departmental Spending; CS: Capital Spending (included in Departmental Spending) | Due to rounding, figures may not add up to totals shown.
Note: The increase in Departmental planned spending in fiscal year 2011-12 is largely a result of an increase in spending under Equipment Acquisition and Disposal and in Recruiting of Personnel and Initial Training.

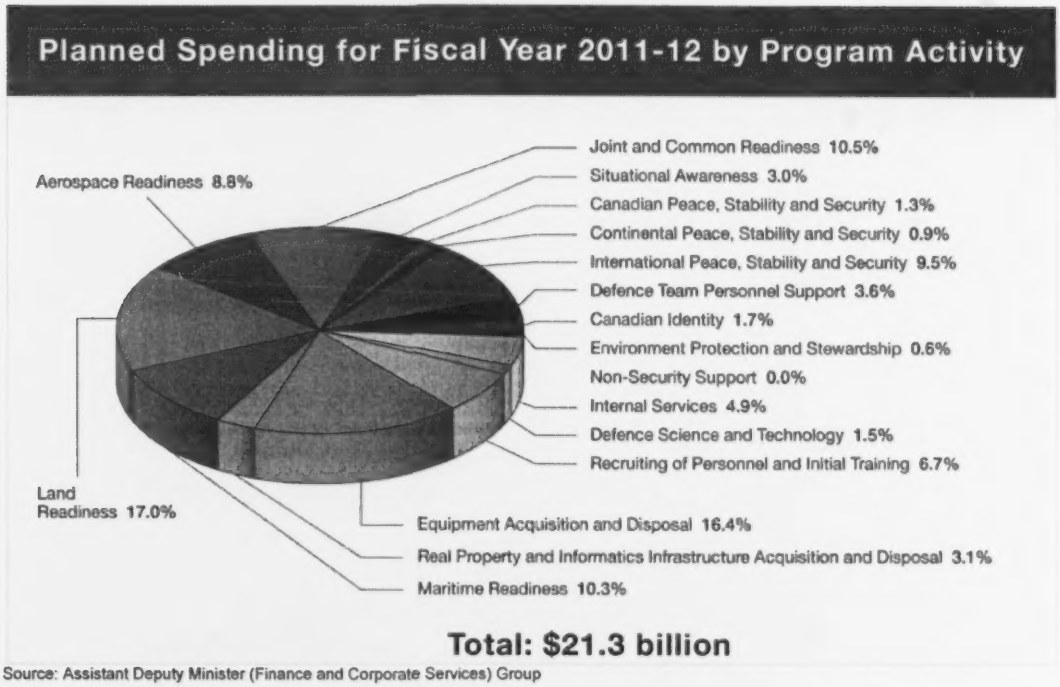
Strategic Outcome: Care and Support to the Canadian Forces and Contribution to Canadian Society						
Performance Indicators					**Targets**	
% Public support for the Canadian Forces					85-100%	
Program Activity		**Spending ($ thousands)**				**Alignment to Government of Canada Outcome Area**
		Forecast	**Planned**			
		2010-11	**2011-12**	**2012-13**	**2013-14**	
Defence Team Personnel Support	CS	15,580	21,254	19,313	19,684	A safe and secure world through international cooperation
	DS	671,649	762,395	785,094	811,715	
Canadian Identity	CS	11,099	15,053	13,666	13,932	A vibrant Canadian culture and heritage
	DS	346,767	354,351	352,020	358,985	
Environment Protection and Stewardship	CS	3,347	1,129	1,031	1,049	A clean and healthy environment
	DS	152,090	134,365	138,044	142,216	
Non-Security Support	CS	78	105	95	97	A transparent, accountable and responsive federal government
	DS	21,503	7,165	6,717	6,666	
Total Planned Spending	CS	**30,104**	**37,541**	**34,105**	**34,763**	
	DS	**1,192,009**	**1,258,275**	**1,281,875**	**1,319,582**	

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
DS: Departmental Spending; CS: Capital Spending (included in Departmental Spending) | Due to rounding, figures may not add up to totals shown.
Note: The increase in Departmental planned spending in fiscal year 2011-12 is largely a result of an increase in planned spending under Defence Team Personnel Support.

Internal Services					
Program Activity		**Spending ($ thousands)**			
		Forecast	**Planned**		
		2010-11	**2011-12**	**2012-13**	**2013-14**
Internal Services	CS	**63,865**	**32,248**	**29,350**	**29,928**
	DS	**1,205,426**	**1,046,937**	**1,066,558**	**1,092,815**

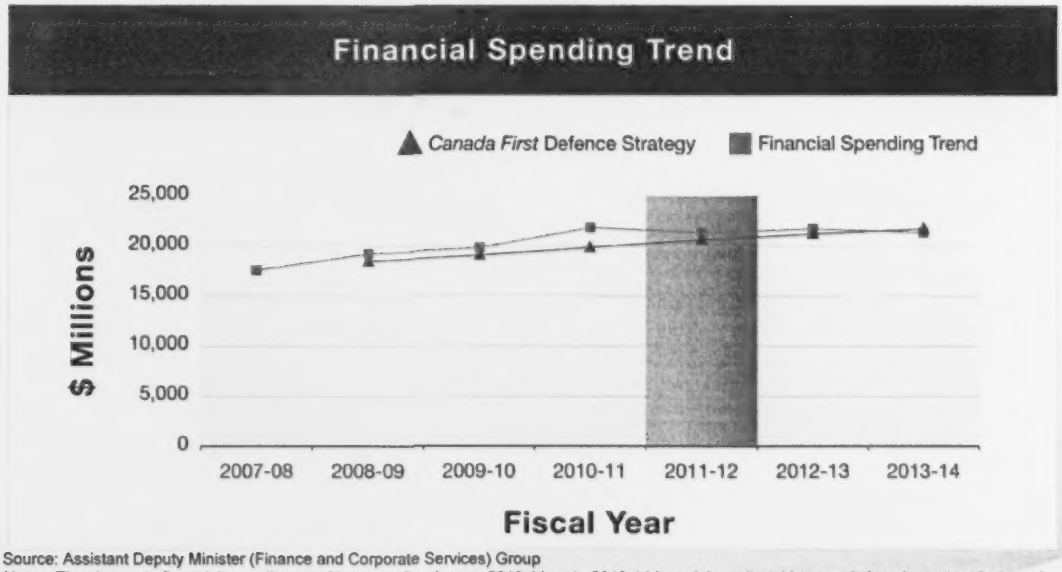
Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
DS: Departmental Spending; CS: Capital Spending (included in Departmental Spending) | Due to rounding, figures may not add up to totals shown.

Planned Spending for Fiscal Year 2011-12 by Program Activity


Planned Spending for Fiscal Year 2011-12 by Program Activity
Joint and Common Readiness 10.5%
Situational Awareness 3.0%
Canadian Peace, Stability and Security 1.3%
Continental Peace, Stability and Security 0.9%
International Peace, Stability and Security 9.5%
Defence Team Personnel Support 3.6%
Canadian Identity 1.7%
Environment Protection and Stewardship 0.6%
Non-Security Support 0.0%
Internal Services 4.9%
Defence Science and Technology 1.5%
Recruiting of Personnel and Initial Training 6.7%
Aerospace Readiness 8.8%
Land Readiness 17.0%
Equipment Acquisition and Disposal 16.4%
Real Property and Informatics Infrastructure Acquisition and Disposal 3.1%
Maritime Readiness 10.3%
Total: $21.3 billion

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

Financial Spending Trend



Source: Assistant Deputy Minister (Finance and Corporate Services) Group
Notes: The change in financial spending trend between fiscal years 2010-11 up to 2013-14 is mainly attributable to capital equipment projects and incremental operations funding, such as the combat mission in Afghanistan. Details are provided in *Section IV: Other items of interest – Departmental Planned Spending*.

The *Canada First* Defence Strategy (CFDS) was approved beginning fiscal year 2008-09.

Estimates by Vote

Estimates by Vote are presented in the Main Estimates for fiscal year 2011–12, available on the Treasury Board Secretariat (TBS) website at http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/info/info-eng.asp.

The CF in Canada

Source: Vice-Chief of the Defence Staff Group

A complete listing of CF installations including bases, wings, stations and support units in Canada is available in *Section IV: Other Items of Interest – Canadian Forces bases and wings co-located with civilian service centres across Canada.*

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Department of National Defence Program Activity Architecture

Strategic Outcomes	Program Activities
(Click title to go directly to Outcome or Activity)	
Defence Operations will improve Peace, Stability and Security wherever deployed	Situational Awareness Canadian Peace, Stability and Security Continental Peace, Stability and Security International Peace, Stability and Security
National Defence is ready to meet Government Defence Expectations	Maritime Readiness Land Readiness Aerospace Readiness Joint and Common Readiness
Resources are Acquired to meet Government Defence Expectations	Defence Science and Technology Recruiting of Personnel and Initial Training Equipment Acquisition and Disposal Real Property and Informatics Infrastructure Acquisition and Disposal
Care and support to the Canadian Forces and Contribution to Canadian Society	Defence Team Personnel Support Canadian Identity Environment Protection and Stewardship Non-Security Support
	Internal Services

Departmental Sustainable Development Strategy Tag Legend:

Theme I: Addressing Climate Change and Air Quality

Theme II: Maintaining Water Quality and Availability

Theme III: Protecting Nature

Theme IV: Shrinking the Environmental Footprint – Beginning with Government

Strategic Outcome:
Defence Operations will Improve Peace, Stability and Security Wherever Deployed

Defence fulfills three roles for Canadians: defending Canada, defending North America, and contributing to international Peace, Stability and Security. This outcome outlines these Defence roles in the context of the expected level of ambition as articulated in the *Canada First* Defence Strategy (CFDS).

Planning Highlights

Transition to the training mission in Afghanistan will be the key operational focus in fiscal year 2011-12. This mission will leverage the CF's high level of professionalism to improve the standards of the Afghan National Army and enhance Afghanistan's ability to provide for its own security. Efforts will continue on planning and executing the close-out of the combat mission in Afghanistan, redeploying forces and equipment and reconstituting the CF for future tasks.

Other important planned operations will continue to be significant aspects of Defence's contribution to national, continental and international security. These include joint Arctic sovereignty operations, routine maritime and NORAD operations to ensure the continued security of our sea and airspace, and air, land, and maritime support to the North Atlantic Treaty Organization (NATO), international maritime and anti-drug trafficking operations, patrols conducted by the Canadian Rangers, and fisheries patrols. Exercises conducted by the navy, army and air force will allow the CF to continue to fulfill its mandate of monitoring Canadian air and maritime approaches, as well as assisting other government departments (OGDs) and agencies in demonstrating Canadian sovereignty.

Defence will continue to be a full partner and key contributor in the whole-of-government initiative in contingency and emergency operations at home and abroad. Security for national events, Northern operations, disaster relief and the future training mission in Afghanistan are examples. The Department will continue working closely with the Department of Foreign Affairs and International Trade (DFAIT), the Canadian International Development Agency (CIDA), the Royal Canadian Mounted Police (RCMP) and OGDs and agencies in post-conflict environments to provide humanitarian assistance or contribute to disaster response operations. In continued cooperation with Communications Security Establishment Canada (CSEC) and other members of the Canadian security and intelligence community, Defence will contribute to Canada's integrated security intelligence program.

Benefits for Canadians

As a major trading nation, Canada's prosperity is linked to the peace, stability and security of our country, the North American continent, and the world in general. Defence's contributions in these areas will have a lasting and positive impact on Canadians' well-being, while reaffirming Canada's commitment to helping those in need.

Program Activities

Situational Awareness

The Government of Canada and Defence require an accurate and timely security picture, and comprehensive situational awareness and threat knowledge for Canada and abroad. This program will provide credible, reliable and sustained intelligence services to Defence in support of decision making and military operations, as well as, support to OGDs in the defence and security of Canada.

Situational Awareness						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		**2012-13**		**2013-14**	
	FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
Military	1,715		1,715		1,715	
Civilian	411		400		383	
Total	**2,126**	**638,303**	**2,115**	**639,870**	**2,098**	**653,474**

Program Activity Expected Results	Performance Indicators	Targets
Canada's national interests are advanced through information and technical advantage, particularly in the security realm.	% of up time 24/7 classified network is available outside maintenance windows (network availability).	98.5-100%
Situational awareness of the defence, security and international affairs environment is enhanced.	% of reports read out of total number of reports produced.	85-90%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Defence will continue to be a leader in the Canadian security and intelligence community, providing the Government of Canada with high-value geospatial, human, imagery, scientific and technical, and signals intelligence capabilities, as well as independent all-source intelligence assessments.

The Polar Epsilon project will complete its delivery of new satellite reception stations on Canada's East and West coasts in fiscal year 2011-12, providing key ISR capabilities exploiting Canada's RADARSAT-2 to enhance awareness of Canada's Arctic region and maritime approaches, supporting both CF operational commanders and OGDs. Furthermore, the Joint Space Support Project will deliver two space-based situational awareness capabilities, enhancing the tactical and operational effectiveness of the CF for planning and conducting domestic and foreign operations.

Defence intelligence priorities reflect Canada's global security interests and concerns, and help to focus the conduct of integrated Defence ISR activities. These include the persistent surveillance of the Canadian Arctic, Canada's Exclusive Economic Zone (EEZ) and maritime approaches, and Canadian airspace, through CF participation in NORAD. Together, persistent surveillance and expert Defence intelligence analysis provide the Government of Canada with advance warning and timely confirmation of incursions of interest and a detailed understanding of a range of factors relating to those incursions. The collection and analysis of Defence intelligence also supports the readiness of CF maritime, land, aerospace, cyber, and special operations forces, as well as the planning and conduct of CF operations in defence of Canada and North America, and in support of international security.

Canadian Peace, Stability and Security

This program employs the CF in the conduct of operations to ensure the safety and security of Canadians and the defence of Canada. These operations include protecting Canada's sovereignty, responding to domestic disasters and humanitarian crises, supporting domestic security requirements, and conducting search and rescue activities.

Canadian Peace, Stability and Security						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	790		790		790	
Civilian	100		97		93	
Total	890	282,628	887	287,759	883	296,368

Program Activity Expected Results	Performance Indicators	Targets
Meeting the expectations of the public and all levels of Government, the Canadian Forces will lead in response to defence events and provide support in response to security and safety events when requested by the Government of Canada.	% of Commander's intent met through successful planning and execution of safety, security, defence and support operations.	80-100%
	% effects achieved through planning and execution of safety, security, defence and support operations.	80-100%
	% assigned critical tasks completed through planning and execution of safety, security, defence and support operations.	80-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

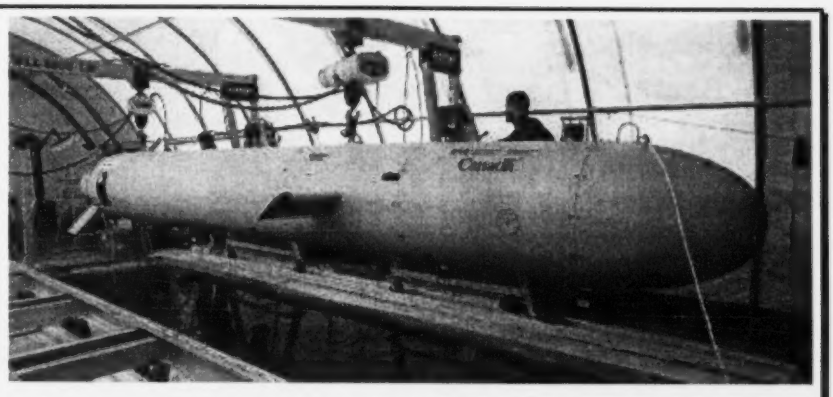
The CF will continue to deliver security at home by providing surveillance of Canadian territory, air and maritime approaches, conducting sovereignty operations, including high priority Arctic sovereignty operations, maintaining search and rescue capabilities and working with civil authorities to respond to potential incidents ranging from natural disasters to other domestic emergencies. To fulfill these goals, the CF will remain fully engaged with OGDs and agencies to ensure a whole-of-government approach in their planning efforts. They will also participate in exercises and training events aimed at improving the readiness of security partners and their ability to respond jointly to domestic emergencies. Defence will also work with OGDs to plan for contingency operations such as supporting Canadian civil authorities in the event of a natural disaster.

Captain Jean-Pierre Noel, a combat engineer from Army Dive Center in Gagetown, NB, uses Light Weight Surface Supplied (LWSS) gear to conduct a bottom search near an ice flow during Operation NANOOK 2010.

Photo: Corporal Chris Ringius, Formation Imaging Services Halifax

Although security for major international events in Canada will remain a national operation under the leadership of the RCMP, the CF will continue to be a key partner for event security, providing unique military capabilities when required. Those include operational and exercise planning and research; infrastructure; air mobility and logistical air support; air, land and maritime surveillance; support to mitigation of chemical, biological, radiological and/or nuclear incidents; intelligence; explosives disposal; and other technical expertise.

The Government of Canada remains committed to enhancing our Arctic sovereignty. The CF has a key role to play by ensuring security and exercising sovereignty through surveillance and control operations, by providing a higher profile presence in remote and isolated communities, and by assisting OGDs and agencies in fulfilling their northern mandates. As part of the CFDS, a number of investments will be made, including the development of a new Arctic Training Centre at Resolute Bay, the creation of a berthing and refuelling facility in Nanisivik scheduled to be operational in 2014, and the expansion and modernization of the Canadian Rangers.



Under Project Cornerstone, Defence is involved in the development of two specialized battery-powered autonomous underwater vehicles (AUVs) capable of 400 km mission transits, for under-ice survey and mapping of the limits of Canada's Atlantic and Arctic continental shelf.

Photo: Donald Glencross, Defence Research and Development Canada – Atlantic

Defence will continue to plan and conduct routine and contingency operations in Canada's North, including three annual operations where increased investments will be made. Defence stands ready to offer assistance should an environmental incident, or other disaster, occur in the region.

Continental Peace, Stability and Security

This program employs the CF in the conduct of operations, both independently and in conjunction with Allies, for the defence of North America and its approaches. Activities under this program include continental operations, as required in accordance with Government policy.

Continental Peace, Stability and Security						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	603		603		603	
Civilian	46		45		43	
Total	649	197,907	648	204,418	646	212,045

Program Activity Expected Results	Performance Indicators	Targets
Meet expectations of Governments and public that the militaries of each state will provide combined (two or more states) support in the event of defence, security and safety events when requested.	% Commander's intent (successful planning and execution of continental operations [routine and contingency]).	80-100%
	% effects achieved through successful planning and execution of continental operations (routine and contingency).	80-100%
	% assigned critical tasks completed through successful planning and execution of continental operations (routine and contingency).	80-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Defence will continue to position Canada as a reliable partner in the defence, stability and security of North America by conducting combined operations and exercises and by furthering contingency plans. These address continental defence, security and public safety requirements, response to continental disasters, and the conduct of humanitarian aid and evacuation operations as directed by the Government of Canada.

Defence will work closely with the United States through existing bilateral institutions such as NORAD, where our two countries cooperate on a daily basis to defend and secure North American airspace. Defence will also continue to build on relationships with the US Northern Command and Southern Command. Additionally, the CF will continue to conduct operations and exercises with the United States to ensure a high level of readiness and interoperability. The CF will specifically contribute to North American security through support to the US Joint Inter-Agency Task Force South with maritime and air surveillance contributions (Op CARIBE).

Canada is also strengthening its partnership with its North American neighbours through the hosting of American and Mexican liaison officers in an operational-level headquarters that deals with continental defence issues and activities. Finally, Defence will continue to promote and participate in senior level engagement to coordinate defence and security efforts with the United States and Mexico throughout the reporting period.

International Peace, Stability and Security

This program will contribute to global peace and security by conducting global CF operations across the conflict spectrum from humanitarian assistance to combat, in concert with national and international partners, to achieve timely and decisive results in support of Canada's national interests.

International Peace, Stability and Security						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		**2012-13**		**2013-14**	
	FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
Military – **Regular**	6,672		4,711		4,711	
Military – **Res Class C**	791		500		500	
Civilian	821		800		769	
Total	**8,284**	**2,027,838**	**6,011**	**1,404,882**	**5,980**	**1,159,337**

Program Activity Expected Results	Performance Indicators	Targets
Meet expectations of Governments and the public to provide support in defence, security and safety events in the international environment when requested.	% of Commander's Intent met through successful planning and execution of international operations (routine and contingency).	80-100%
	% effects achieved through successful planning and execution of international operations (routine and contingency).	80-100%
	% assigned critical tasks completed through successful planning and execution of international operations (routine and contingency).	80-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Notes: 1. The majority of Reserve Force Class C personnel are employed in support of international operations and attributed to International Peace, Stability and Security. 2. Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Defence will continue to work with OGDs on international obligations ranging from the Americas to Europe, Africa, the Middle East and Southwest Asia. Canada's combat commitment to the NATO-led International Security Assistance Force (ISAF) in Afghanistan will end in July 2011. The CF will remain present with a training mission until 2014. This evolution of the whole-of-government campaign in Afghanistan will include a consolidation and redeployment of deployed combat forces and equipment and the mission close-out, force reconstitution and preparations for future combat tasks. As well, Defence will continue to participate in international maritime security operations in the Indian Ocean/Horn of Africa region, and will continue our contributions to the UN, NATO and the Organization for Security and Co-operation in Europe (OSCE).

Defence will focus on defence diplomacy through the implementation of a Global Engagement Strategy (GES), and activities such as high-level visits, international personnel placements, Canadian Defence attachés, training and capacity building, and legal, technical and logistical arrangements. Consistent with Canadian foreign policy, the CFDS and continuing policy direction from the Government of Canada, the GES will seek to improve coherence and the overall effectiveness of Canadian defence diplomacy.

Defence will continue to support the Government of Canada's Americas Strategy by strengthening partnerships with key hemispheric states and institutions, such as the Organization of American States (OAS), and by enhancing our participation in regional exercises, such as the multi-national PANAMAX[13] exercises.

Strategic Outcome:
National Defence is Ready to meet Government Defence Expectations

This outcome explains how resources are utilized to bring the CF to an appropriate state of readiness, enabling Defence to defend Canada and its interests both domestically and internationally.

Planning Highlights

Defence will continue to fulfill the six core missions outlined in the CFDS. During the reporting period, the Chief of the Defence Staff (CDS) will issue a directive on CF Posture post-July 2011 that will guide activities post-Afghanistan. As well, the *CDS Readiness Guidance* will outline procedures for determining, reporting and adjusting CF readiness at the strategic level.

Though no major international events are currently planned to be hosted by Canada in fiscal year 2011-12, the CF will maintain our readiness to support any event the Government of Canada may host. High readiness forces will continue to be maintained to mitigate any security threat. The six regional Joint Task Force headquarters will remain ready to direct any assigned forces to assist civilian authorities to mitigate the effects of any crisis in Canada. As well, the three Search and Rescue regional coordination centres will continue to direct maritime and air search and rescue efforts within Canada's area of responsibility.

The newly established 1 Canadian Division HQ has reached its initial operational capability and will continue on its path to full operational capability. This headquarters will improve Defence's ability to lead and conduct international operations. The reconstitution of the CF, post-Afghanistan combat operations, will position Defence to be able to conduct a broad spectrum of potential operations abroad, as assigned by the Government of Canada. The training mission in Afghanistan from 2011 to 2014 is one such example. In addition, the CF will be ready to deploy to mitigate short-term crises in the world, as demonstrated during the 2010 Haiti earthquake.

Benefits for Canadians

Defence will be ready to provide Canadians with the safety and security they expect. Defence initiatives will continue to support a reliable, trained and deployable military supported by modern capabilities to ensure the highest possible level of operational readiness. The CF is ready to assist Canadians at home and abroad, and is able to deploy rapidly when directed by the Government of Canada.

Defence spending is both an investment in Canadians' security and an assurance of economic vitality. In this context, the jobs created in communities across Canada in support of CF infrastructure and equipment are complemented by the sense of security felt by Canadians. The intangible benefit of national pride in a Defence Team that is available to support national interests in a definitive, focused manner is valuable to Canada.

Maritime Readiness

This program activity provides Canada with combat-capable, multi-purpose maritime forces. It will generate and sustain relevant, responsive, combat capable maritime forces that are able to respond to a spectrum of tasks, as may be directed by the Government, within the required response time.

Maritime Readiness						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	7,840		7,840		7,840	
Civilian	5,036		4,904		4,714	
Total	12,876	2,188,533	12,744	2,260,119	12,554	2,183,647

Program Activity Expected Results	Performance Indicators	Targets
Sufficient naval units are ready to conduct domestic and international operations, up to and including combat operations, as directed by the Government of Canada.	Availability of commissioned ships for deployment.	98-100% compliance with the *Readiness and Sustainment Policy*.

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

As Defence continues to implement the CFDS the navy has begun a significant period of transition and capability enhancement with the entry of the first frigate into Halifax Class Modernization (HCM). Progress is being made on other navy-sponsored capabilities such as the Joint Support Ship, Arctic Offshore Patrol Ship and the Canadian Surface Combatant, all enabled by the National Shipbuilding Procurement Strategy[14]. At the same time, priority remains focused on ensuring operational success at sea by maintaining a highly effective but ageing fleet while preparing to meet the challenges of a renewed three-ocean readiness. The navy, in concert with CF Regular and Reserve Transformation[15] efforts, is focused on adjusting its internal processes to sustainably generate globally deployable maritime forces in accordance with the CFDS.

Increasing the navy's operational capacity will require continued intradepartmental coordination for focused recruiting and support for initial naval training. Building on recent recruiting success will also require continued emphasis on providing sufficient at-sea experience for new sailors and opportunities to build the competencies required by all sailors for success at-sea when in harm's way. This includes providing maritime leadership internationally with coalition, NATO and UN partners to achieve strategic effect. Defence will also prioritize and execute vessel maintenance activities and key projects that enhance naval capability such as HCM and the Victoria In-Service Support Contract[16] for the submarine fleet. In addition, the navy is investing to sustain the long term viability of operationally relevant, shore-based capabilities by increasing investments in infrastructure maintenance.

The navy's plans from fiscal years 2011-12 to 2013-14 identify the priorities to proactively manage maritime capabilities by mitigating the risks inherent in the upcoming unavailability of vessels as they enter the HCM, the effectiveness of the Victoria In-Service Support Contract, and the ageing infrastructure.

Land Readiness

This program provides Canada with combat-capable, multi-purpose land forces. It will generate and sustain relevant, responsive, combat capable land forces that are effective across the spectrum of conflict, from peacekeeping and nation-building to war fighting.

Land Readiness						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	15,173		17,134		17,134	
Civilian	4,987		4,856		4,668	
Total	20,160	3,630,264	21,990	3,829,067	21,802	3,725,108

Program Activity Expected Results	Performance Indicators	Targets
Sufficient land force units are ready to conduct and lead domestic and international operations, up to and including combat operations across the spectrum of conflict, as directed by the Government of Canada.	% of establishment positions filled at units identified for High Readiness: -4 Immediate Reaction Units -Forces identified for Primary and Secondary International Operation commitments -1 Company for Non-combatant Evacuation Operation tasks -1 Company for Disaster Assistance Response Team tasks	98-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Defence will continue to maintain balanced capabilities based on the different elements of a combined arms team that supports the defence of Canada and enables operations across the spectrum of conflict. This will be set in the context of a comprehensive approach involving close cooperation with other government departments (OGDs) and agencies, as well as with Canada's international defence partners and Allies. This is essential to continued relevance in both domestic and expeditionary operations. The land forces will focus on disengaging from the Afghanistan combat mission, implementing the training mission (expected to last until 2014), and reconstituting their personnel and equipment, as is addressed in the army's plan. Reorientation and reorganization will ensure that the land forces can continue to fulfill the CFDS-mandated six core missions. General purpose readiness training, as well as the rationalizing and recapitalizing of the land forces equipment fleets, will ensure the delivery of integrated land effects.

The continuing development of 1 Canadian Division in Kingston, Ontario, which reached initial operating capability in 2010, towards full operating capability, will improve the capacity of the CF to lead and conduct a major international operation for an extended period.

The army's plan looks to the end of 2013 and sets the priorities to manage the assignment of units, equipment and infrastructure (significant ranges and training areas). It provides the strategic oversight to proactively manage the risks inherent in the reconstitution of land force capabilities, including the reduced operational capacity resulting from significant maintenance being carried out on land based weapons platforms.

Aerospace Readiness

This program will provide Canada with combat-capable, multi-purpose air forces. It will generate and sustain relevant, responsive, combat capable aerospace forces that are able to respond to the spectrum of tasks, as may be directed by the Government, within the required response time.

Aerospace Readiness						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	8,299		8,299		8,299	
Civilian	2,123		2,067		1,987	
Total	10,422	1,883,626	10,366	1,952,555	10,286	1,872,254

Program Activity Expected Results	Performance Indicators	Targets
Relevant, responsive and effective Aerospace forces ready to conduct domestic and international operations as directed by the Government of Canada.	% readiness of units (personnel and equipment).	98-100% of the Managed Readiness Plan requirement.

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Aerospace readiness is the foundation of air force operational effectiveness, and ensures the aerospace elements of the CF are ready to meet current and future Defence expectations. The acquisition and integration of new equipment and capabilities, including the Airlift Capability Project – Tactical (the CC130J Hercules), the Maritime Patrol Helicopter Project (the replacement of the CH124 Sea King with the CH148 Cyclone) and the Medium-to-Heavy Lift Helicopter (MHLH) Project (the CH147 F Chinook) will ensure the air force remains a core component of a reconstituted CF. These and other projects will address operational and supportability deficiencies as they progress towards full operational capability, allowing the CF to better meet CFDS commitments at home and abroad. For further information on these and other projects, see *Section III: Supplementary Information – Status Report on Transformational and Major Crown Projects*.

The magnitude of air force transition activities in the near-term will pose significant resource challenges given increasing budget pressures and personnel limitations. Integrating new capabilities while implementing post-2011 readiness initiatives will be carefully controlled to ensure sufficient operational capacity is maintained across the spectrum of air force tasks. Demands will be closely monitored to ensure resources are correctly allocated to maximize readiness, training agility, and affordability.

The air force will continue to support operations in Afghanistan until the end of 2011, at which point some elements, primarily the tactical helicopter force, will benefit from a planned reduced operational tempo for the year 2012 in order to reconstitute to mandated readiness levels and prepare for implementation of MHLH. The air force will continue to leverage technology to maximize efficiencies in the training environment and mitigate maintenance pressures on all aircraft fleets, new or existing. Considerable infrastructure will be required to support new acquisitions, and progress will be routinely evaluated against capacity demands to ensure transitions are managed in a timely and effective manner. Plans for fiscal year 2011-12 provide specific direction on proactively managing the risks inherent in the reconstitution of the CF, with its consequential reduced operational capacity, the increased level of maintenance to be performed and the infrastructure demands.

Joint and Common Readiness

This program will ensure Defence is ready to operate in a joint capacity, as directed by the Government, to respond to domestic, continental and international demands within the required response time. The program will generate and sustain forces for activities, operations and organizations in which at least two of the maritime, land, or air assets participate.

Joint and Common Readiness						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		**2012-13**		**2013-14**	
	FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
Military	6,837		6,837		6,837	
Civilian	4,329		4,216		4,052	
Total	**11,166**	**2,237,251**	**11,053**	**2,340,639**	**10,889**	**2,273,152**

Program Activity Expected Results	Performance Indicators	Targets
Defence is ready to organize and deploy a combination of two or more environments to meet the needs of assigned tasks.	% readiness of joint units/elements for high readiness.	98-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Joint and Common Readiness includes those centralized force generation and sustainment activities that either extend beyond, or integrate, the maritime, land and aerospace force generation mandates. To meet the increased scope of these force generation exercises, Defence funds the recurring CF Integrated Training Plan[17].

The CF focuses specifically on supporting the development and enhancement of joint, interagency and combined aspects in CF collective training activities. The JOINTEX[18] series of exercises and events will continue to enhance a joint culture of integration of operational effects within the CF.

Through a directive on CF Posture post-July 2011, Defence will continue to provide agile, high-readiness forces capable of conducting special operations (high value, high-risk missions conducted by specially trained, equipped and organized forces) in support of the Government of Canada both domestically and internationally. The support to CF deployed overseas will be strengthened with the continued development and implementation of regional support hubs in areas of Canadian interest, which will extend the CF's global reach. We will maintain a number of assigned support capabilities in a state of high readiness in domains such as intelligence, communications, logistics, health services, military policing, engineering, personnel support, resource management, humanitarian operations, and disaster relief. National-level support to operations at home and abroad will continue to be a priority.

Defence is developing an integrated risk-management capability and culture that will provide strategic oversight of the CF to proactively manage the risks inherent in post-Afghanistan combat reconstitution; the new Afghanistan training mission; the reduced availability of major land, sea and air equipment assets due to major scheduled maintenance; and the difficulties associated with ageing infrastructure.

Strategic Outcome:
Resources are Acquired to meet Government Defence Expectations

People, equipment, infrastructure, and information technology are the key resources necessary in order for Defence to deliver on our taskings. This strategic outcome outlines the Defence plans for the acquisition of resources.

Planning Highlights

Defence, in collaboration with Natural Resources Canada and Fisheries and Oceans Canada, through Project Cornerstone continues to establish the outer limits of our continental shelf in support of Canada's submission under the UN Convention on the Law of the Sea[19]. In 2011, data will be collected near the Alpha Ridge off Ellesmere Island.

Focused recruiting to address military and civilian personnel shortages in stressed occupations, along with greater synchronization of the training cycle and a greater emphasis on succession planning will better position Defence to have the right people with the right qualifications in the right places at the right time.

People capacity in some Defence occupations puts the ability for Defence to possess and maintain properly qualified personnel at risk. Skill gaps within occupations where there are difficulties in recruiting candidates are widening, as Defence's ageing workforce approaches retirement. In fiscal year 2011-12, the risk associated with personnel capacity will continue to be mitigated through targeted recruitment of individuals into development and training programs. Innovative human resources tools and practices (e.g. on-line assessment) will be introduced to expedite staffing processes.

A number of ongoing and emerging trends are expected to affect Defence materiel acquisition and support functions:

- There is significant demand for Materiel Acquisition and Support (MA&S) services, specifically regarding CF force generation, sustainment, and force employment cycles, including the requirement for a drawdown and reconstitution of equipment/materiel from Afghanistan, and the materiel readiness considerations to transition to the new mission in Afghanistan; and
- There continues to be a growing demand on the capital and national procurement programs. The ambitions and clear expectations set out by the CFDS for timely recapitalization and delivery of major equipment and critical improvements will continue, as will the concurrent maintenance of existing in-service and new fleets, taxing the capacity of the Defence Team.

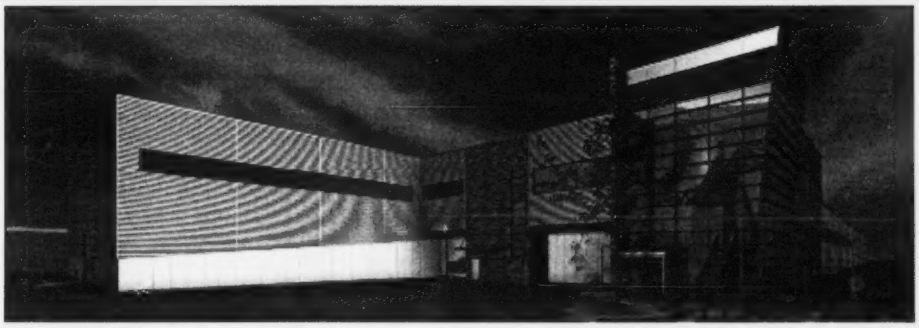
Defence will continue to deliver projects that are essential to the effectiveness of our military. This includes hangars, roads, landing strips, docking facilities, accommodations, and medical and training facilities. In accordance with the CFDS, 25 per cent of the existing ageing infrastructure will be replaced over 10 years. Defence will also build or enhance infrastructure associated with the introduction of new capabilities.

Benefits for Canadians

Defence is committed to maximizing the impact of our CFDS investment to achieve defence capability for the CF and economic benefits for Canadians. To this end, Defence is pursuing the development of a strategic defence industrial approach to optimize the timely delivery of critical defence goods and services to the CF, while simultaneously maximizing the economic potential of these efforts for the Canadian defence and security industrial base as well as the broader economy.

This strategic approach to advanced procurement will entail the active participation of stakeholder departments, central agencies, and the defence and security industrial sector. It will extract maximum value from the CFDS investment, enhance our interaction with industry, position Canadian industry for future procurement and global competitiveness, and provide greater transparency for industry as it considers key investment decisions.

As a contributor to Advantage Canada, we will implement improved processes that promote affordability of the Department and economic advantages for the economy by engaging Canadian industry to the greatest extent possible. In addition, Defence S&T fosters critical innovation, and contributes to Canadian industrial competitiveness in national and international markets.



Artist's rendering of the 14,000 square metre, $32 Million Light Armoured Vehicle (LAV) III Facility, under construction in Montréal, which will provide full maintenance for 102 LAV IIIs, including battle decontamination and damage repairs.

Photo: Defence Construction Canada

The benefits of Defence infrastructure renewal extend far beyond the military bases and wings. Efforts to renew Defence infrastructure bring economic activity to local communities through the creation of thousands of jobs across the country.

The Defence Team aims to reflect the cultural and ethnic diversity of Canadians and be seen as an employer of choice for Canada's high school, college and university graduates across the nation. Canadians will benefit from the Government of Canada's long-term investment in people, which will successfully contribute to Canada's current and future Defence needs.

Program Activities

Defence Science and Technology

This program provides the Government with critical scientific knowledge and innovation to address defence and security challenges and needs. It includes direction setting, program planning, program management, capability management, execution, and assessment. It comprises multi-year projects with activities in research, technology development, analysis and experimentation applied to inform, enable and respond to Canada's defence and security priorities within a 20-year outlook.

Defence Science and Technology						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	36		36		36	
Civilian	1,584		1,543		1,483	
Total	1,620	327,069	1,579	334,420	1,519	343,461

Program Activity Expected Results	Performance Indicators	Targets
Canadian defence and security operations are benefiting from Science and Technology (S&T) outputs.	Number of S&T outputs used by defence and security operations vs. number planned.	95-100%
Canadian defence and security priorities are successfully addressed through exploitation of S&T outputs.	Number of S&T outputs used by defence and security priorities vs. number planned.	95-100%
Canadian defence and security policy development and implementation, and resulting socio-economic impact are enabled by S&T outputs.	Number of S&T outputs used by defence and security policy development, and socio-economic stakeholders vs. number planned.	95-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

In collaboration with our partners (OGDs, Allied nations, Canadian industry, and academia), Defence will advance close to 500 Science and Technology (S&T) projects[20] addressing departmental and governmental priorities. Defence S&T contributes to Advantage Canada by working closely with Industry to progress new technologies more quickly into CF capabilities. While Defence S&T will continue to support the evolving mandate for the CF's mission in Afghanistan, we will put more focus on operational excellence at home and strategic surprise avoidance in national emerging issues such as cyber security.

Defence S&T program initiatives in support of the North and Arctic sovereignty include the Cornerstone and Northern Watch projects. Cornerstone will leverage autonomous underwater vehicle technology to support Canada's submission to the United Nations Convention on the Law of the Sea. Northern Watch seeks to determine the best combination of sensors for comprehensive, cost-effective situational awareness in the Arctic.

In Public Security S&T, the former Major Events Coordinated Security Solutions (MECSS) Project which supported the 2010 Winter Games and the G8 and G20 Summits, is resulting in the development of a major events planning framework. Using Web 2.0 technologies, it will be used by the RCMP and eventually all of Government.

Recruiting of Personnel and Initial Training

This program will promote Defence as a preferred workplace with the general public and enable recruitment of new hires for a broad range of trades and other general, professional scientific occupations. This will involve deepening the Department's connections to educational institutions and Canada's multicultural communities to attract the right numbers and mix of people who have the skills needed to meet the Defence mission. Engaging in effective leadership, strategic planning, and targeted outreach activities will ensure that sufficient personnel are recruited and trained with the needed skills in the appropriate occupations, now and into the future, to meet Defence requirements. This means selecting and enrolling military personnel, and conducting basic recruit and occupational training.

Recruiting of Personnel and Initial Training						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		**2012-13**		**2013-14**	
	FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
Military	16,441		16,441		16,441	
Civilian	496		483		464	
Total	**16,937**	**1,416,719**	**16,924**	**1,390,338**	**16,905**	**1,377,324**

Program Activity Expected Results	Performance Indicators	Targets
Optimize intake today to fill the force structure of tomorrow.	% Achievement against FY Regular Force Expansion (FE) target.	99-101%
	% Achievement against FY Reserve Force Expansion (FE) target (average paid strength).	99-101%
	Year-over-year % improvement in the number of Regular Force occupations that are coded red on the Occupation Status List.	10% reduction per year

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Defence personnel activities and plans continue to be developed in concert with Government of Canada objectives such as the CFDS, the Clerk of the Privy Council's Public Service Renewal[21] agenda, and Defence-wide strategic plans and priorities.

As a result of reaching Force Expansion (FE) targets ahead of schedule, CF recruiting will focus on stressed occupations and diversity enrichment while ensuring occupations are balanced at the appropriate levels. During this period, the next phases of occupational training will be bolstered to accommodate the increased number of CF personnel.

In terms of the civilian workforce, recruiting will be targeted at under-strength general labour and trades occupations. This will be combined with recruiting post-secondary candidates through purchasing, engineering, policy and auditing development and internship programs. Any civilian workforce recruitment will be based on a strategy to ensure both affordability and cost effectiveness.

Equipment Acquisition and Disposal

This program acquires equipment required for CF operations, including the acquisition of new and replacement capabilities or capital improvements to in-service equipment and disposal of them at the end of their service life.

Equipment Acquisition and Disposal						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	816		816		816	
Civilian	796		775		745	
Total	1,612	3,498,227	1,591	4,089,999	1,561	4,193,603

Program Activity Expected Results	Performance Indicators	Targets
The acquisition of equipment and materiel in accordance with the *Canada First* Defence Strategy and IP will provide a solid foundation for the continued modernization and strengthening of the CF.	% of projects on schedule (CFDS).	90-100%
	% of projects on schedule (non-CFDS).	90-100%
	% of overall planned dollars that are expended (CFDS).	90-100%
	% of overall planned dollars that are expended (non-CFDS).	90-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

To achieve Government of Canada policy objectives as set out in the CFDS, the CF will require a broad range of capabilities. The CF core combat capabilities requirement represents $45 - $50 Billion in capital acquisitions over a twenty-year period which is being directed to the projects listed below and represents an unprecedented investment in Canada's industry, knowledge and technology sectors.

Land

- Close Combat Vehicle
- Force Mobility Enhancement: new Armoured Engineer and Recovery vehicles
- Intelligence Surveillance Target Acquisition and Reconnaissance
- Light Armoured Vehicle Upgrade
- Light Weight Towed Howitzer
- Main Battle Tank/ Tank Replacement Project
- Medium Support Vehicle System Project
- Tactical Armoured Patrol Vehicle

Air

- Air Force Expeditionary Capability Project
- Airlift Capability Project - Tactical
- Fixed Wing Search and Rescue
- Joint Unmanned Aerial Vehicle Surveillance Target Acquisition System
- Maritime Helicopter Project
- Medium to Heavy-Lift Helicopter
- Next Generation Fighter Capability

Maritime

- Arctic Offshore Patrol Ship
- Canadian Surface Combatant
- Halifax Class Modernization (HCM)
- Joint Support Ship

For detailed information on these and other Defence Major Crown Projects, please refer to Section III: Supplementary Information - Status Report on Transformational and Major Crown Projects[22].

Through the CFDS, the Government of Canada has committed to new ships for the CF that will ensure the military can defend Canadian waters and contribute to international peace and security. It is expected that implementation of the National Shipbuilding Procurement Strategy (NSPS) will facilitate achieving the objectives of the CFDS. Defence shipbuilding projects stand to benefit from the cost estimating, risk balancing, and streamlined procurement opportunities afforded by the NSPS. Further, it is in Canada's economic interest to have a vibrant and progressive marine and shipbuilding sector that would benefit Canadians and Canadian industry.

HMCS Halifax is the first to undergo modernization and refit through the Halifax-Class Modernization (HCM)/Frigate Life Extension (FELEX) project. The modernization of Canada's fleet of 12 Halifax-Class frigates includes a new command and control system, new radar capability, a new electronic warfare system and upgraded communications and missiles.

Photo: Corporal Chris Ringius, Formation Imaging Services, Maritime Forces Atlantic

Defence Procurement Reform

Defence will continue to strengthen internal management of our own procurement-related functions, and actively collaborate with Industry Canada (IC), the Treasury Board Secretariat (TBS), Public Works and Government Services Canada (PWGSC), and other departments having responsibilities for defence procurement to improve horizontal management.

Four areas for reform are being collectively targeted by the departments concerned, namely:

- strengthening government-industry relationships such as sharing in situational awareness, facilitating early industry involvement and engaging industry in support of defence options analysis;
- enhancing procurement management including professional competency development and integrated risk management;
- enhancing technology management by supporting Defence/IC/Industry Research and Development coordination and co-investment as well as managing intellectual property for shared government and industry benefits; and
- enhancing policy enablers, supporting and encouraging exports and implementing requirements for high value-added, long term Industrial Regional Benefits.

Materiel Acquisition and Support Transformation

The Department is in the early stages of a fundamental business transformation initiative in conjunction with the implementation of an integrated enterprise system, the Defence Resources Management Information System (DRMIS). The Materiel Acquisition and Support (MA&S) business area is a central element of this transformation. The new Enterprise Resource Planning (ERP) tool will provide a timely and integrated view of our inventory and asset holdings throughout their full life-cycle from procurement, through in-service support, to disposal. The expected result by fiscal year 2015-16 is more accurate system information and business intelligence to provide the basis for improved inventory accounting, asset valuation, asset visibility and auditability of materiel assets, better management

practices and strengthened oversight. This will strengthen the Department's stewardship of materiel resources and improve the capacity of the CF to generate and employ forces in operations. While this transformation proceeds, selective interim improvements will continue to be made in existing program delivery, reporting and business intelligence systems where needed.

The Department is also pursuing renewal of our civilian and military materiel acquisition and support workforces. The MA&S Learning Strategy will continue strengthening its organizational performance by reshaping and strengthening training and professional development across all MA&S communities of practice in Defence.

The Department is completing a comprehensive overhaul of our Disposal Program in order to ensure that the disposal of surplus materiel assets is conducted as effectively and efficiently as possible, and consistent with Treasury Board policy. The overhaul includes the renewal of departmental policies, standardization of processes and procedures, and strengthening program delivery capacity. The renewed Disposal Program embeds a forward looking planned approach which will include the timely identification of assets as surplus through equipment divestment plans tied to the estimated life expectancy of in-service equipment. An important objective is to minimize the ongoing sustainment costs of assets that have been, or are about to be, declared surplus, and to maximize the returns of the disposal processes.

The Department will work closely with PWGSC to optimize the use of e-tools to market surplus military assets to appropriate buyers, and with the Department of Foreign Affairs and International Trade (DFAIT) to leverage the Government of Canada's global network of Defence Attachés and Trade Commissioners.

National Procurement

National Procurement (NP) activities entail the acquisition of spare parts; inspection, repair and overhaul of components; and the engineering support to in-service equipment. The recurring reality of the NP materiel readiness sustainment activity is that readiness demands exceed the funding supply. The key to mitigating the resultant risk to operational readiness is the appropriate management of priorities and resources to achieve maximum readiness effect within the available funds. Defence will improve overall readiness results through stable and predictable funding over a minimum three-year window, and the authorization of sufficient over-programming to mitigate risks associated with in-year slippages.

Real Property and Informatics Infrastructure Acquisition and Disposal

This program manages an extensive portfolio of land, works, and buildings required to support the delivery of Defence operations. It aims to ensure that the right real property is acquired and disposed of, and is available where and when needed, while providing value for money, advancing objectives for the greening of government land and buildings, and adhering to best practices for asset life-cycle management.

Real Property and Informatics Infrastructure Acquisition and Disposal

This Program Activity contributes to FSDS Theme IV: Shrinking the Environmental Footprint – Beginning with Government. Defence's SDS is in *Section IV: Other Items of Interest – Sustainable Development.*

Human Resources (FTEs)[12] and Planned Spending ($ thousands)

	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	17		17		17	
Civilian	82		79		76	
Total	99	665,501	96	606,161	93	593,215

Program Activity Expected Results	Performance Indicators	Targets
Defence has a rationalized, relevant, and responsive Real Property portfolio.	Percentage of surplus property disposed within 3-year timeframe.	80-100%
Capital construction projects are managed in a timely and effective manner.	Percentage of total planned projects reaching completion during the year.	20-30%
	Percentage of planned annual funding spent per year.	95-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

The Capital Investment Plan (Infrastructure) (CIP [Infra]) is the departmental 10-year construction plan listing projects valued at $1M and above, detailing new construction, recapitalization, betterment, acquisitions, capital leases, transfers and potential disposal revenues/expenditures. Defence has committed to spending yearly 2.5 per cent of Realty Replacement Cost in support of the CIP(Infra) and this will continue in fiscal year 2011-12.

Infrastructure readiness will be a significant challenge and Defence will use a risk-based approach to ensure that Maintenance and Repair (M&R) addresses first and foremost ageing infrastructure needs where there are risks to the health and safety of members of the Defence Team and the general public.

Defence will continue to deliver those projects prioritized in the CIP (Infra) for fiscal year 2011-12 that are in support of rationalizing and sustaining the portfolio in accordance with CFDS targets. Infrastructure which is surplus to program requirements, deemed unsustainable or which cannot be economically capitalized, may be divested. The revenue received from the sale of the property will be reinvested in the program to continue to deliver on the commitments of the CFDS. Strengthened governance will ensure that infrastructure demands are appropriately prioritized and that operations and health and safety continue to be assured.

Strategic Outcome:
Care and Support to the Canadian Forces and Contribution to Canadian Society

This outcome outlines the provision of care and support to Defence personnel as a key enabler to readiness and deployability. It also describes activities that reflect Defence contributions to Canadian society in a variety of ways outside the traditional role of the military, including contributions to Canadian identity and environmental protection.

Planning Highlights

Defence's Human Resources Management Framework[23] evolves to support changing business, policy, program, and people management priorities. Specific human resources plans and initiatives support the achievement of all strategic objectives and are critical to the Department's capacity to deliver on business goals and ensure management excellence.

As personnel return home from duty in Afghanistan and around the world, it is important that we provide the highest level of support to those who have sacrificed so much in the service of their country. In partnership with Veteran Affairs Canada, Defence is committed to providing support to veterans and injured personnel most in need. Through measures such as the Legacy of Care[24] initiative, enhanced family support and increased attention to mental health care, Defence will continue to focus on helping to ensure that seriously injured military personnel and their families have the support they need and deserve.

The challenges presented by an ageing workforce and an increasing number of the Defence Team eligible to retire provide an opportunity for Defence to assess the current workforce strengths and identify gaps in individual skills development. In this process, systematic changes will mobilize learning and development investments around activities that can create sustainable training to align and drive efforts in delivering the Defence mandate.

Defence infrastructure renewal supports the delivery of defence operations by supporting our people, our equipment and our readiness, and helps to ensure we have a first-class, modern military, ready to take on the challenges of the 21st century. Up-to-date and properly-maintained infrastructure ensures that CF personnel and civilians on our bases and wings across Canada have a safe and healthy work environment for living, training, and working.

Benefits for Canadians

Defence is dedicated to maintaining a workforce which supports the Defence Priorities of delivering excellence at home and conducting both continental and international missions. By focusing on employing and retaining top professionals in all areas of operation, from pilot to accountant, ship's engineering officer to policy advisor, Defence will have the ongoing capacity to respond to current and emerging challenges. We will further capitalize on investments and innovations, and continually improve people management policies and programming which support our Defence Team. By providing opportunities for training and academic learning and while fostering leadership and effective management, we will further establish a capable, satisfied and committed Defence Team, enabling us to keep Canada and Canadians safe.

The Cadet and Junior Canadian Ranger (JCR) programs foster a sense of proud tradition and valuable life skills through the guidance and mentorship imparted to Canada's youth, instilling attributes of good citizenship and leadership, while promoting physical fitness. Urban and isolated communities across

Canada, especially Aboriginal communities, will benefit from the approximately 1,132 Cadet units and 122 JCR patrols that provide training to some 49,460 cadets and 3,514 JCRs.

Infrastructure renewal brings economic benefits to hundreds of communities across Canada. Maintaining assets, disposing of ageing or damaged assets, managing heritage sites and exercising environmental stewardship are all part of the infrastructure renewal process. While contributing to the well-being of all Canadians, the Defence Team demonstrates concern for the environmental health of the lands we use and we practice pollution prevention in everyday activities by reducing resource consumption and waste generation. While keeping in mind the primary importance of operations, Defence incorporates environmental considerations into decision-making. One example is using the latest assessment tools to integrate green-building concepts into the construction plan design process.

Geophysical survey and unexploded ordnance (UXO) clearance at the chenal Landroche, lac Saint-Pierre, Québec. The DND UXO and Legacy Sites Program, created in 2005, works to reduce safety risks posed by unexploded ammunition at all CF *legacy sites* across Canada.

Photo: Defence Construction Canada, Québec Operational Group

Program Activities

Defence Team Personnel Support

This program provides a broad spectrum of support services including educational assistance, housing facilities and services, benefits to military personnel and their families, and learning support to civilians at Defence. The provision of fair and equitable support is a key element of the social contract between the country and its military personnel that is essential to enhancing personnel readiness, deployability, and establishing the CF as a learning institution and an employer of choice.

Defence Team Personnel Support						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		**2012-13**		**2013-14**	
	FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
Military	1,512		1,512		1,512	
Civilian	965		940		903	
Total	**2,477**	**762,395**	**2,452**	**785,094**	**2,415**	**811,715**

Program Activity Expected Results	Performance Indicators	Targets
Personnel Readiness and Deployability is enhanced through comprehensive support to military personnel and their families.	% of Regular Force member respondents indicating satisfaction with the military way of life and their quality of life in the Canadian Forces.	70-100%
	% of Regular Force member respondents indicating readiness and willingness to deploy.	70-100%
	% of Regular Force members' spouses indicating support of Regular Force member career.	70-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

While maintaining core programs and activities and services at current levels, the CF will move forward with several programs associated with the Care of the Fallen, Ill and Injured and their Families and Mental Health in fiscal year 2011-12.

There are four Defence initiatives associated with Legacy of Care that will seek to provide:

- Barrier-Free Transitional Accommodations;
- Support Services while in Transitional Accommodations;
- CF Attendant Care Benefits; and
- CF Spousal Education Upgrade Program.

Families play an integral role in supporting personnel. Ongoing and continuous improvements to family support services ensure CF personnel are confident that the necessary care and support mechanisms are available to their families while they are deployed.

Activities to further develop a robust mental health capacity will be undertaken. These will involve:

- progressing the mental health capability at bases across the country to meet CF requirements;
- conducting a mental health survey which will provide results that ensure a clinical capability commensurate to evidence-based mental health service requirements; and
- communicating and harmonizing mental health education and training that will result in a training and education system designed to produce more psychologically resilient CF personnel.

Defence is working to foster a workplace culture that supports today's knowledge workers and is sufficiently flexible to ensure we can meet future challenges. During fiscal year 2011-12, we will examine alternatives to the current learning and development model in order to achieve the right balance between formal (e.g. classroom) and informal (e.g. on-line interactive) approaches to learning and development. We will broaden the Defence Team's accessibility to learning through modern technologies that will help to increase individual learning anywhere, anytime and at one's own pace.

As Defence builds workforce capacity, retaining key talent and addressing loss of knowledge and experience through succession planning are key internal areas of focus for the Department. Defence will build leadership capacity through full implementation of knowledge and succession planning strategies into a Defence talent management framework for senior managers, with intent to extend this framework throughout the organization in years to come. Other civilian human resources management priorities include continuing to simplify HR business processes and investing in automated solutions, and implementing tools and services to support the alignment of the workforce with evolving business priorities.

The new $12 Million Vimy Training Quarters at CFB Kingston, is a three-storey, 5,160 square metre military residence, and a model of energy efficiency and sustainable design. Built to be green, the new building includes a number of features to reduce energy consumption.

Photo: Defence Construction Canada

Canadian Identity

This program preserves and promotes Canadian identity by providing youth programs, ceremonial activities and the preservation of military history. It demonstrates the military heritage and proficiency of the CF to Canadians and informs them of the military profession and practice in Canada.

Canadian Identity						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	408		408		408	
Civilian	258		251		242	
Total	666	354,351	659	352,020	650	358,985

Program Activity Expected Results	Performance Indicators	Targets
Canadians are aware of, understand, and appreciate the history, proficiency, and values of the Canadian military as part of Canada's identity.	% of Canadians who feel that the CF is a source of pride.	80-100%

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Source of Pride

Defence contributes to promoting Canadian identity by raising Canadians' awareness and understanding of the roles and mission of the CF. During fiscal year 2011-12, Defence will continue informing Canadians about CF operations through initiatives and activities including:

- Communicating the breadth and depth of CF operations, be they domestic, continental, or international;
- Coordinating and delivering, together with OGDs, communications in support of the transition to the end of Canada's military mission in Afghanistan in December 2011, and ensuring that this transition and change process are well understood by Canadians. This will include the organization of key commemorative communications activities, as well as initiatives to showcase the training mission in Afghanistan;
- Engaging Canadians in their communities through outreach and stakeholder relations initiatives such as Veterans' Week, which contribute to a better understanding of the institution as a reflection of Canadian values;
- Continuing ongoing communications efforts to sensitize Canadians about the initiatives of the CF with regard to the Care of the Fallen, Ill and Injured and their Families; and
- Communicating and demonstrating to Canadians the progress and milestones in the implementation of the CFDS, with emphasis on showing value for money.

Canadian Military History

Furthering awareness of the Canadian military will be achieved by:

- Supporting Veterans Affairs Canada (VAC) commemorative activities, specifically, the 95th anniversary of the Battle of the Somme and Beaumont-Hamel, France in the summer of 2011;
- Promoting the continued recognition and support for Primary reservists in local communities and businesses across the country;

- Continuing work on the identification and solemn interment of historical casualties from First and Second World War battlefields;
- Publishing official histories such as the *Royal Canadian Navy, Volume 3, 1945-1968*, and the CF participation in the UN mission to the Congo;
- Continuing to support the travelling exhibit *A Brush with War: Military Art from Korea to Afghanistan* at art galleries across Canada with the CF Artists Program[25]; and
- Taking advantage of the planned divestment of downtown heritage armouries with an aim to maintain an urban presence through the support of existing CF museums in the respective regions.

Canadian Cadet Program

The Canadian Cadet Program is a federally-sponsored national training program for youth ages 12 to 18, administered by Defence in collaboration with the Navy League[26], the Army Cadet League[27] and the Air Cadet League[28]. The CF provides personnel from the Regular Force, the Primary Reserve and, more specifically, members of the Cadet Organizations and Administration and Training Service (COATS) which includes officers of the Cadet Instructor Cadre (CIC), General Service Officers and General Service Non-Commissioned Members (NCM). The CF also provides uniforms, some infrastructure and other support services such as airlift. During fiscal year 2011-12, approximately 50,000 young Canadians will benefit from cadet training at local units. Almost half will be selected to attend national activities such as biathlon or marksmanship competitions, or one of the 24 Cadet Summer Training Centres located across the country.

Junior Canadian Rangers

The Junior Canadian Rangers (JCR) Program is for youth ages 12 to 18 in Aboriginal communities, and is run in collaboration with local adult committees. The CF provides uniforms, training, financial and administrative support to the JCR Program, while CF Regular Force and Primary Reserve personnel assist in the delivery and evaluation of JCR training during regular visits and field training exercises. 119 JCR Patrols are located in communities that have Canadian Rangers. The JCR Program provides structured youth activities promoting traditional cultures and lifestyles in remote and isolated communities of Canada. Approximately 3,500 JCRs will benefit from training in local communities of which 1,000 will participate in enhanced summer training sessions in summer 2011.

Environment Protection and Stewardship

This program promotes public health and safety and supports sustainable development on Defence lands and wherever Defence operates. It delivers multi-faceted real property/infrastructure Environment Protection and Stewardship compliant with applicable legislation and federal policy that extends through every level of departmental decision-making.

Environment Protection and Stewardship						
This Program Activity contributes to FSDS Theme IV: Shrinking the Environmental Footprint – Beginning with Government. Defence's SDS is in *Section IV: Other Items of Interest – Sustainable Development.*						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		**2012-13**		**2013-14**	
	FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
Military	6		6		6	
Civilian	182		177		170	
Total	**188**	**134,365**	**183**	**138,044**	**176**	**142,216**

Program Activity Expected Results	Performance Indicators	Targets
Demonstrate responsible and sustainable stewardship.	% achievement of SDS commitments.	95-100%
Reduce departmental liability for contaminated sites.	% reduction in contaminated sites opening liability (sites which reported liability in the previous fiscal year).	7% per year
Demonstrate legal compliance and due diligence.	% of unexploded explosive ordnance (UXO) Legacy Sites for which risks have been assessed and are being managed.	Increasing proportion (%) each year

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

The Defence Environmental Program is planned and delivered in accordance with Federal regulatory requirements and policy direction. It is part of the CFDS commitment for Defence to continue to promote and exercise environmental stewardship in the conduct of our activities.

As a priority, Defence manages and mitigates our environmental risks through a number of programs and project-based activities. The Defence Program is designed to remediate environmental damage resulting from past activities, address present/emerging environmental issues, and avoid negative environmental impacts.

In response to the Federal Sustainable Development Strategy (FSDS) Greening Government Operations (GGO) targets, Defence's environmental program will significantly contribute to the Green Meetings[29] and reduction targets[30]. In addition to Defence's contribution to the FSDS, a Defence Environmental Strategy will be developed to frame sustainability efforts inherent to our mandate while continuing to support the overall Government of Canada agenda.

The Contaminated Sites project-based activities will continue to reduce the financial liabilities associated with its contaminated sites. For additional details on Defence's GGO activities, see *Section III: Supplementary Information – Greening Government Operations.*

Non-Security Support

Defence is strongly committed to contributing to Canadian society in non-operational roles. This program will provide assistance in developing national competency in defence issues and to the whole-of-government approach by sharing information with other government departments (OGDs) and non-governmental organizations (NGOs).

Non-Security Support						
Human Resources (FTEs)[12] and Planned Spending ($ thousands)						
	2011-12		**2012-13**		**2013-14**	
	FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
Military	20		20		20	
Civilian	47		45		44	
Total	**67**	**7,165**	**65**	**6,717**	**64**	**6,666**

Program Activity Expected Results	Performance Indicators	Targets
OGDs and NGOs will contribute to the development of a national competency in defence issues.	Money spent vs. money budgeted for Vote 10 (Grants and Contributions).	95-100%
Horizontal initiatives are supported by Defence information sharing.	Number of Information Sharing partnerships with OGDs and NGOs.	Increasing proportion (%) each year

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

The programs that fall under Non-Security Support are currently under review.

Internal Services

Internal Services are the pan-departmental support activities required to enable the Department to operate efficiently and effectively, including functions such as human resources, communications, and financial management.

Planning Highlights

Defence audit and evaluation functions will continue to expand capacity in order to enhance our ability to meet the requirements of the Government of Canada's policies for audit and evaluation.

The Defence Public Affairs (PA) Portal pilot-project, a new single-window, web-based information management and collaboration system, is being used as a model and enterprise solution prototype for other groups within Defence. A business intelligence capability is being built into the PA Portal during fiscal year 2011-12, allowing for automated performance measurement and reporting. The current design of the PA Portal is prepared to accept technological upgrades as planned for an enterprise-wide collaboration system.

Defence is a significant stakeholder in the Federal Sustainable Development Strategy (FSDS). The FSDS represents a major step forward for the Government of Canada by including environmental sustainability and strategic environmental assessment as an integral part of its decision-making processes. Contributions are further explained in *Section III: Supplementary Information – Greening Government Operations* and *Section IV: Other Items of Interest – Sustainable Development*.

From a policy perspective, Defence will continue to support the implementation of the CFDS and will advance the development of policy on numerous key and emerging defence issues. Defence is also developing a global engagement strategy that will provide strategic guidance for the conduct of Canada's international defence relations.

The new Judge Advocate General (JAG), appointed in April 2010, has developed a new mission, vision and strategy which highlight continuous improvement, with particular emphasis on:

- Delivering a responsive, force enabling legal advice and services in all areas of military law;
- Leading proactive military justice oversight, responsible development and positive change;
- Optimizing a dynamic world class team of specialized legal professionals and support personnel; and
- Being vigilant leaders in caring for our people and their families.

The Office of the DND/CF Legal Advisor (DND/CF LA) will provide objective and strategic legal advice to DND and the CF, on behalf of the Department of Justice, under the authority of the *Department of Justice Act*[31] through:

- Joint legal risk management planning and priority-setting;
- Effectively and efficiently providing high-quality solution-oriented legal advice and services from a whole of government perspective; and
- As needed, co-ordinating the provision of the DND/CF LA legal services with other parts of the Department of Justice, the Office of the JAG, the Department of Foreign Affairs and International Trade (DFAIT) Legal Bureau and the Privy Council Office (PCO) Legal counsel to ensure consistent, high quality legal advice is provided to the DND/CF and the Government of Canada.

In collaboration with OGDs, and through the implementation of key Information Management/ Information Technology (IM/IT) strategies that support the CFDS, Defence will actively continue to

leverage IT technologies, standardization, and best practices to ensure the provision of an agile, secure, reliable, responsive and integrated IM/IT operating landscape, and to enhance efficiency in departmental business processes and CF operations in Canada and wherever deployed.

Benefits for Canadians

The Defence audit and evaluation functions provide senior leaders with independent assessments of Departmental governance, risk management and internal controls, as well as with independent assessments of Defence program performance. Audit and evaluation recommendations are aimed at promoting improvements and identifying opportunities for efficiencies and cost savings. As a result, audit and evaluation contributes to improvements in Defence management and operations, thereby providing benefits to Canadians.

Canadians will benefit from Defence communications services that continue to be effectively managed, well-coordinated and responsive to diverse information needs. Defence will ensure the public is informed of Defence Program Activities, plans and initiatives and that their views are taken into account in the process.

Defence is a participant in the FSDS and contributes to Greening Government Operations (GGO) targets through Internal Services. The Department contributes to the following GGO target areas:

- Green building,
- Surplus electronic and electrical equipment,
- Printing unit reduction,
- Paper consumption, and
- Green procurement targets.

The Department will continue to provide senior Defence leadership and the Government of Canada with timely, expert policy advice that will help them bring benefits to Canadians by making informed decisions on all aspects of Canada's defence policy.

The Office of the JAG is committed to delivering operationally focused, timely, solution-oriented legal advice and services, and in leading proactive military justice oversight in a manner that reflects Canadian values and adheres to the principles of the Rule of Law.

DND/CF LA will provide legal services to the Department to ensure that the implementation of the Defence Priorities in fiscal year 2011-12 is carried out in accordance with the law. For example, with respect to the "Maintaining Defence Affordability" priority, DND/CF LA will actively support the "Web of Rules" initiative, the Defence Procurement initiative, and the Defence Environmental Strategy. Regarding the "Strengthening the Defence Team" priority, DND/CF LA will provide legal services to ensure that policies to support personnel and CF families comply with the *Canadian Charter of Rights and Freedoms* and the laws of Canada. DND/CF LA will continue to make ex gratia payments, and will administer and settle claims by and against the Crown, including class actions, both domestically and internationally. Through Legal Risk Management, DND/CF LA will assist the Department in integrating risk and performance into Defence Planning and Management processes.

A coordinated portfolio and life cycle management approach to IM/IT investments will strengthen and sustain Defence capabilities, while ensuring the highest value is achieved in a cost effective and environmentally responsible manner. Canadians will benefit from Defence's leadership and investment in leading edge space, communications and network security technology and processes.

Program Activity

Internal Services

Internal Services[32] enable public programs to operate more efficiently and effectively. Internal Services outlines a whole-of-government perspective and supports a common government-wide approach to planning, design, budgeting, reporting and communications.

Internal Services

This Program Activity contributes to FSDS Theme IV: Shrinking the Environmental Footprint – Beginning with Government. Defence's SDS is in *Section IV: Other Items of Interest – Sustainable Development.*

Human Resources (FTEs)[12] and Planned Spending ($ thousands)

	2011-12		2012-13		2013-14	
	FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
Military	1,315		1,315		1,315	
Civilian	4227		4,114		3,952	
Total	5,542	1,046,937	5,429	1,066,558	5,267	1,092,815

Priority	Program Activity Expected Results	Performance Indicators	Targets
Internal Controls	Improvement of controls	Evidence of progress on plan, including documentation of business processes related to financial reporting	Progress in accordance with planned milestones
Business Intelligence	Improvement of Financial Reporting	Evidence of progress on plan, including documentation of business processes related to financial reporting	Progress in accordance with planned milestones

Sources: Vice-Chief of the Defence Staff Group / Assistant Deputy Minister (Finance and Corporate Services) Group
Note: Reprioritization of operational and/or management initiatives within the fiscal year may result in the reallocation of personnel to other program activities, as required.

Governance and Management Support

Management and Oversight

During fiscal year 2011-12, Defence's internal audit focus will be to further augment audit capacity in order to enhance the provision of assurance services, a key requirement of the Treasury Board Audit Policy. Defence will continue work in areas assessed as high audit priority such as CF readiness and operations, security management, people management (military & civilian), major capital acquisition, procurement and contracting, and financial management.

Defence will continue to implement the requirements of the Treasury Board Policy on Evaluation, with specific action aimed to expand capacity and increase the amount of evaluation coverage across program spending.

The Department will continue to provide timely, effective policy advice on domestic and international defence issues to the senior Defence leadership and to the Government of Canada.

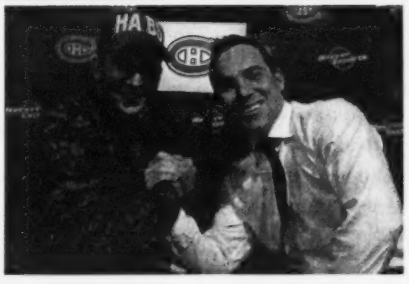
In fiscal year 2011-12, Defence policy efforts will place particular emphasis on:

- Supporting the continued implementation of the CFDS, including taking into account the evolving fiscal context and the results of the Strategic Review process;
- Providing expert, forward-leaning policy advice on key ongoing and emerging defence issues, such as Canada-United States defence relations, space, cyber and Arctic security;

- Developing and implementing a defence-wide global engagement strategy that will provide strategic guidance for the conduct of Canada's international defence relations;
- Supporting the whole-of-government engagement in national and international CF operations, including the mission transition in Afghanistan; and
- Strengthening Defence Team capacity and contributing to Public Service Renewal through, for example, the activities of the Policy Officer Recruitment Program.

Communications

During fiscal year 2011-12, Defence communications will continue to manage and deliver a broad suite of public affairs services, projects and initiatives in support of the Defence mission and Defence Priorities. Public affairs operates in a dynamic, fast-moving environment, which requires attention across an increasing number of communications channels and stakeholders, within both traditional and social media. Defence Public Affairs Group is in the process of completing the transformation from being issues-driven to becoming a strategically-focused organization (a four-year process initiated in 2007), and is moving steadily on a number of fronts to ensure strategic effect and alignment in support of Defence Priorities.



Corporal Philippe Brunelle of 4 Intelligence Company in Montréal stands proudly with Montréal Canadien Mike Camallari during the Troop Recognition event for ROTO 7, held at the Bell Centre, in February 2010. Defence coordinates visibility events aimed at connecting with Canadians and supporting CF recognition, including CF Appreciation events at major sporting events.

Photo: Master Corporal Simon Duchesne, Army News. Land Forces Québec Area

Key public affairs efforts and initiatives will include:

- Leveraging communications to reach more Canadians and employees, by making continued and innovative use of both traditional and social media;
- Providing support to reconstitution efforts with the scheduled transition from a combat to a training and humanitarian support mission in Afghanistan;
- Focusing on public affairs performance measurement processes as key to effective communications management; and
- Continuing implementation of the Employee Development Program, rolled out in fiscal year 2010-11, as the key to building strategic capacity.

Defence will continue to leverage technological advances in building knowledge management, enhancing efficiency and effectiveness, and making progress in building an integrated Defence public affairs team. This includes change management processes to ensure the optimal use of the new Defence Public Affairs Portal – a single-window web-based interface providing staff with simple, ready and global access to communications documents and tools.

Legal

In the conduct of our mandate, Defence is aware of the need to abide by all applicable Canadian and international laws. The Department of Justice and the Office of the Judge Advocate General deliver strategic legal advice and services to the Minister, the Department and the CF in defined areas of law. Where appropriate, the provision of legal advice and services is co-ordinated with the DFAIT Legal Bureau, subject matter experts and with legal counsel within the PCO.

The Minister of National Defence is statutorily required to cause an independent review of the provisions in the *National Defence Act* amended by Bill C-25[33] in 1998 and table it in Parliament. The first review was conducted by the late former Chief Justice Lamer and his report was submitted to the Minister in 2003. To respond to the Lamer report[34], the Military Justice Strategic Response Team

(MJSRT) was created by Defence to address urgently pending priorities in the field of military justice in a coordinated and efficient fashion. After review of the Lamer report, Bill C-7[35] and Bill C-45[36] were introduced in Parliament in 2006 and 2008 respectively but neither Bill completed the Parliamentary process. On June 16, 2010, Bill C-41[37] was introduced and it is anticipated that this Bill will be considered by Parliament and may receive Royal Assent in 2011. The proposed amendments demonstrate the Government's commitment to continually improve the Canadian military justice system; ensuring it is fair, efficient, transparent and consistent with Canadian values and legal standards.

The proposed amendments to the *National Defence Act* in Bill C-41 would implement the great majority of recommendations in the Lamer report and would ensure that Canada's military justice system remains one in which Canadians can have trust and confidence. The amendments would also clarify the roles and responsibilities of the CF Provost Marshal (CFPM) and make the military police complaints process more fair and timely by requiring the CFPM to resolve conduct complaints within a specified period, as well as protecting complainants from being penalized for submitting a complaint in good faith. Additionally, the Bill includes amendments to enhance the fairness of the grievance process.

Legal Officer Lieutenant-Commander Saloumeh Torani receiving a General Campaign Star for service in Afghanistan. Lieutenant-Commander Torani is with the Office of the Judge Advocate General for the Canadian Forces.

Photo: Office of the Judge Advocate General for the Canadian Forces

A significant number of consequential amendments will have to be made to the Queen's Regulations and Orders for the Canadian Forces[38] (QR&O), and these amendments are currently being prepared by the National Defence Regulations Section of the Department of Justice's Legislative Services Branch, which is co-located with DND/CF LA.

The next independent review of the amendments made to the *National Defence Act* by Bill C-25 is expected to take place in 2011 and the report is expected to provide the basis for future amendments to the *National Defence Act* and the QR&O.

Resources Management Services

Financial Management

In order to ensure continuing improvement in financial systems and controls, Defence has produced a plan that complies with the Treasury Board Policy on Internal Control[39]. Implementation of the plan will not only strengthen financial systems and controls but will also guide the continuing work necessary to meet the requirements of the Policy and advance the work to position the Department to sustain a controls-reliant audit of our financial statements.

In addition, Defence will focus on producing a plan to implement a business intelligence tool within the Defence Resource Management Information System, which will continue to improve financial reporting. The integration of full and detailed business intelligence requirements from all user groups will allow for improved reporting performance.

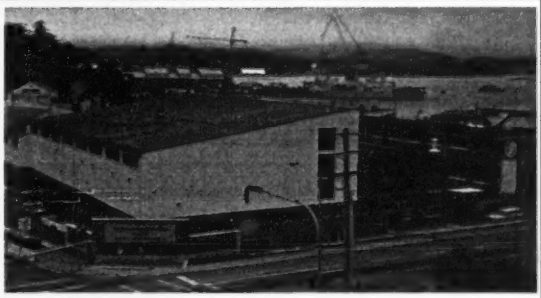
Information Management

The Defence IM/IT Campaign Plan is derived from the CFDS and directly enables the achievement of Defence Priorities through ongoing and focused IM/IT transformation, optimized departmental processes, provision of a secure, reliable and integrated information environment, and ultimately

success in CF operations. Emphasis will be placed on program alignment and delivery of results through convergence on Defence strategic objectives. The implementation of key departmental strategies on security, enhanced IT infrastructure, Enterprise Resource Planning (ERP) and information sharing and collaboration will modernize IM/IT capabilities, while delivering a more efficient and effective IM Program for Defence. The Department will continue to review the current, decentralized IM/IT landscape in order to optimize the management of IM/IT resources, and to further integrate, strengthen and secure the Defence information systems. The implementation of an updated IM/IT prioritization framework, supported by established processes and an effective governance structure, will provide a department-wide approach to aligning IM/IT product and service requirements against Defence objectives and Priorities.

IM/IT will remain an important contributor to greater levels of productivity. The Enterprise Resource Planning (ERP) capability will provide the means for a centralized, trusted, holistic view of Defence information that will contribute to the decision-making required to efficiently manage the Defence Program.

Defence's active contribution to the Government of Canada Ageing IT and Greening IT initiatives will reduce the environmental footprint of IT operations and will positively influence the impact that Defence business and operations have on the environment. This will be achieved through innovative IT solutions, and the coordination of divestments and disposal activities with the delivery of an integrated, secure and modern information environment.



The new National Defence Hazardous Material (HAZMAT) building at Canadian Forces Base Esquimalt, British Columbia, inaugurated in October 2010, is an example of a number of ongoing Defence Real Property investments. The HAZMAT facility will be used for the storing and transportation of bulk hazardous materials and waste.

Photo: Defence Construction Canada

Asset Management

Real Property

Real Property services include the implementation of a management framework for the life cycle of the $22 Billion real property portfolio under the custodianship of the Minister of National Defence. This includes the provision of strategic planning, the allocation of resources, business planning, management of the portfolio in-year, performance management and reporting.

Key priorities to be addressed in the reporting period:

- Ageing portfolio: the Department will continue to strengthen our compliance and due diligence program including environmental, architectural and engineering regulations to ensure the health and safety of the Defence Team and the general public.
- Program Stewardship: the Department will improve our real property program stewardship by reforming the process to optimize the use of funding in the Defence Investment Plan. The Defence Management Process will be realigned to take into consideration project risk, complexity and cost in their approvals; and
- Renewed Infrastructure and Environment (IE) Workforce: the Department will continue to work in line with Public Service Renewal to ensure that the IE workforce is trained and developed on a continuous basis so that it is current with best practices all in its attempt to retain sufficient numbers of personnel in key IE related occupational groups including real property, project management and environment.

SECTION III: SUPPLEMENTARY INFORMATION

Financial Highlights

Defence's general purpose future-oriented financial statements are available on the Defence website at: http://www.vcds.forces.gc.ca/sites/page-eng.asp?page=5609.

Condensed Statement of Operations For the Year (ended March 31)			
($thousands)	% Change	Future-oriented 2011-12	Future-oriented 2010-11
EXPENSES			
Total Expenses	**N/A**	**21,854,417**	**N/A**
REVENUES			
Total Revenues	**N/A**	**462,207**	**N/A**
NET COST OF OPERATIONS	**N/A**	**21,392,210**	**N/A**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

Supplementary Information Tables

The following information is available on the Treasury Board Secretariat's website at: http://www.tbs-sct.gc.ca/rpp/2011-2012/inst/dnd/st-ts00-eng.asp.

- Details on Transfer Payment Programs;
- Greening Government Operations (GGO);
- Sources of Respendable and Non-Respendable Revenue;
- Status Report on Transformational and Major Crown Projects;
- Summary of Capital Spending by Program Activity; and
- Upcoming Internal Audits and Evaluations over the next three fiscal years

SECTION IV: OTHER ITEMS OF INTEREST

Other Items of Interest

The following information can be found on the Defence website at: http://www.vcds-vcemd.forces.gc.ca/sites/page-eng.asp?page=10133.

- Canadian Forces bases and wings co-located with civilian service centres across Canada
- Canadian Forces Historical and Forecast Attrition Rates
- Canadian Forces Installations across Canada
- Capital Construction Program (over $60M)
- Civilian Historical and Forecast Attrition Rates
- Cost Estimates for CF Domestic and Continental Operations
- Cost Estimates for CF International Operations
- Defence Priorities-Corporate Risk Profile-PAA Alignment Matrix
- Defence Program Activity Architecture
- Departmental Link to Government of Canada Outcome Areas
- Departmental Planned Spending
- Estimates by Vote
- Key Partners and Stakeholders
- Legislative Environment
- Organization Chart
- Overview of Delivery Mechanisms
- Reserve Force
- Selected Defence Portfolio HR and Financial Resources
  - Communications Security Establishment Canada
  - Defence Research and Development Canada
  - National Search and Rescue Secretariat
  - The Office of the Judge Advocate General
  - The Office of the Ombudsman for the Department of National Defence and the Canadian Forces
- Strategic Environmental Assessment
- Summary of 3-Year Plan on Transfer Payment Programs
- Summary of Transfer Payment Programs by Program Activity
- Sustainable Development
- Work Environment

ACRONYMS

C

CDS	Chief of the Defence Staff
CF	Canadian Forces
CFB	Canadian Forces Base
CFDS	*Canada First* Defence Strategy
CF LA	Canadian Forces Legal Advisor
CFPM	Canadian Forces Provost Marshal
CIDA	Canadian International Development Agency
CIP	Capital Investment Plan
COATS	Cadet Organizations and Administration and Training Service
CRP	Corporate Risk Profile
CSEC	Communications Security Establishment Canada
CSIS	Canadian Security Intelligence Service

D

DFAIT	Department of Foreign Affairs and International Trade
DHRIM	Director Human Resources Information Management
DND	Department of National Defence
DPR	Departmental Performance Report
DRMIS	Defence Resources Management Information System

E

EEZ	Exclusive Economic Zone
ERP	Enterprise Resource Planning

F

FE	Force Expansion
FTE	Full Time Equivalent
FSDS	Federal Sustainable Development Strategy

G

GES	Global Engagement Strategy
GGO	Greening Government Operations

H

HCM	Halifax Class Modernization
HQ	Headquarters
HRSDC	Human Resources and Skills Development Canada

I

IC	Industry Canada
IE	Infrastructure Environment
IM	Information Management
IT	Information Technology
IP	Investment Plan
ISAF	International Security Assistance Force
ISR	Intelligence, Surveillance, and Reconnaissance

J

JAG	Judge Advocate General
JCR	Junior Canadian Rangers
JTF-Afg	Joint Task Force Afghanistan

M

MA&S	Material Acquisition and Support
MAF	Management Accountability Framework
MECSS	Major Events Coordinated Security Solutions
MHLH	Medium-to-Heavy Lift Helicopter
MJSRT	Military Justice Strategic Response Team
MRRS	Management, Resources and Results Structure

N

NATO	North Atlantic Treaty Organization
NCM	Non-Commissioned Member
NORAD	North American Aerospace Defence
NP	National Procurement
NSPS	National Shipbuilding Procurement Strategy
NTM-A	NATO Training Mission-Afghanistan

O

OAS	Organization of American States
OGD	other government department
OSCE	Organization for Security and Cooperation in Europe

P

PA	Public Affairs
PAA	Program Activity Architecture
PCO	Privy Council Office
PMF	Performance Measurement Framework
PWGSC	Public Works and Government Services Canada

Q

QR&Os	Queen's Regulation and Orders

R

RCMP	Royal Canadian Mounted Police
RPP	Report on Plans and Priorities

S

SDS	Sustainable Development Strategy

T

TBS	Treasury Board Secretariat

U

UN	United Nations
US	United States

V

VAC	Veterans Affairs Canada

CONTACT LISTING

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ENDNOTES

[1] The Department of National Defence (DND) and the Canadian Forces (CF) and the organizations and agencies that make up the full Defence portfolio are collectively referred to as Defence

[2] http://laws.justice.gc.ca/en/N-5/index.html

[3] http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18218&section=text

[4] http://www.vcds-vcemd.forces.gc.ca/sites/page-eng.asp?page=5726

[5] www.forces.gc.ca/site/focus/first-premier/index-eng.asp

[6] http://www.vcds-vcemd.forces.gc.ca/sites/page-eng.asp?page=10133

[7] http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1

[8] http://laws.justice.gc.ca/en/showtdm/cs/F-8.6

[9] http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=16AF9508-1#s5

[10] Notes on Human Resources Summary (Full-Time Equivalent) reported in Section I:

- Military personnel size is measured by total strength and includes Vote 5 funded personnel and approximately 1,100 members on leave without pay (80% related to parental leave).
- Primary Reserve Class C figures are reported separately to maintain the visibility of reservists employed full-time in support of deployed/contingency operations.
- For reporting purposes, Primary Reserve Class C are considered equivalent to the Regular Force personnel as they are entitled to equivalent pay, benefits and liability as a Regular Force member.
- Primary Reserve Class C is calculated as person year. For example, two Primary Reservists on Class C service for six months would count as one military FTE.
- Civilian workforce is planned through a salary wage envelope (SWE). For reporting purposes, the civilian workforce is measured by FTEs. The FTE total includes all personnel tenure (indeterminate, term, casual and student employees) actively employed and calculated as person year. For example, two part-time employees sharing one position would count as one FTE.
- Civilian workforce planned FTEs are subject to final budgetary approval.
- Civilian FTEs include approximately 950 Vote 5 funded personnel. Civilian FTEs do not include personnel on leave without pay.
- FTE figures in this RPP are not consistent 1:1 with the FTE figures used for the allocation of the financial resources approved for the 2011-12 Annual Reference Level Update (ARLU).
- Planned FTE figures are based on planned establishment numbers.

[11] Notes on Human Resources Summary (Reserve Force Personnel) reported in Section I:

- The Primary Reserve are those personnel working in various capacities with the CF where Class A reservists perform part-time work and training, Class B reservists are employed full-time or perform full-time training for more than 14 consecutive days, and Class C reservists are employed full-time but with the equivalent pay, benefits and liability as a Regular Force member.
- The majority of Reservists serve on part-time (Class A) service. There is a significant reduction in Class A numbers during the summer as many personnel are away from their home units conducting training on short-term Class B status. In addition, some Primary Reserve members are inactive. For these reasons, total strength is not an accurate representation of those on duty. The portion of Primary Reserve that is on duty and receives payment is counted and reported as the Primary Reserve average paid strength (an annual monthly average).
- Primary Reserve average paid strength reporting, planning and allocations are based on monthly reports provided by Assistant Deputy Minister (Finance and Corporate Services)/Director Strategic Finance Costing and Assistant Deputy Minister (Information Management)/Director Human Resource Information Management (DHRIM).
- Canada First Defence Strategy calls for the Reserve Force expansion to 27,000 (average paid strength) by fiscal year 2011-12.
- Canadian Ranger planned expansion is 5,000 by fiscal year 2011-12.
- Further information on Primary Reserve Planned Expenditures can be found in *Section IV: Other Items of Interest – Reserve Force*.

[12] Notes on Full Time Equivalents reported in *Section II: Analysis of Program Activities by Strategic Outcome*:

- Due to rounding, totals may not add up to those reported in Section I.
- Due to the re-attribution of resources across the PAA since RPP 2010-11, planned FTEs reported in RPP 2010-11 by Program Activity for fiscal years 2011-12 and 2012-13 differ in this report.
- Planned FTE figures are based on planned establishment numbers.
- FTE numbers in this report are not consistent 1:1 with the FTE numbers used for the allocation of the financial resources approved for the 2011-12 Annual Reference Level Update (ARLU). This is due to the methodology used to derive the HR attribution across the PAA. Overall totals for HR financial data will not be an exact match with the financial tables. Where discrepancies occur, the financial tables take precedence.

- All human and financial resources figures include selected Defence portfolio organizations reporting to the Minister of National Defence. For details, please see *Section IV: Other Items of Interest – Selected Defence Portfolio HR and Financial Resources*.
- Military FTEs are derived from a representative financial formula, as there is not a consistent 1:1 relationship between FTEs and program activities.
- Financial planning figures include Class A and Class B Primary Reserve personnel costs. However, Class A and Class B Primary Reserve FTEs are not reflected in the FTE count. Defence is currently exploring options to resolve this issue for future reports.
- Within the International Peace, Stability and Security table, Reserve Class C FTEs for FY 2011-12 represent personnel requirements for the close-out of the combat mission in Afghanistan in 2011and planning for CF readiness post-2011 including the Government's commitment to train the Afghan National Army and Afghan National Police.
- Civilian workforce is planned through a salary wage envelope (SWE). For reporting purposes, the civilian workforce is measured by FTEs. The FTE total includes all personnel tenure (indeterminate, term, casual and student employees) actively employed and calculated as person year. For example, two part-time employees sharing one position would count as one FTE.
- Civilian workforce planned FTEs are subject to final budgetary approval.

[13] PANAMAX began in 2003 with three countries: Panama, Chile and the United States. It is now the largest USSOUTHCOM Foreign Military Interaction Exercise. PANAMAX 11 will take place in August 2011.
[14] http://www.tpsgc-pwgsc.gc.ca/app-acq/sam-mps/snacn-nsps-eng.html
[15] http://www.cfd-cdf.forces.gc.ca/sites/page-eng.asp?page=6411
[16] http://www.tpsgc-pwgsc.gc.ca/se-fm/jul2308-eng.html
[17] http://www.admfincs.forces.gc.ca/dao-doa/8000/8015-0-eng.asp
[18] JOINTEX (Joint Exercise) is a series of exercises, directed by the Chief of the Defence Staff, with the twin aims of exercising the execution of CF Joint Operations at the Operational Level, and acting as a catalyst for further joint development within the CF. Results from the December 2010 Canadian Forces Warfare Centre (CFWC) lead Concept Development working group will form the foundation for an army-led Computer Assisted Exercise (CAX) development period that will culminate in such an exercise in fiscal year 2012-13.
[19] http://www.un.org/Depts/los/index.htm
[20] The increase in the number of S&T projects from 300 in RPP 2010-11 is due to the addition of projects grouped under the Public Security Science and Technology (PSS&T) portfolio (in cooperation with Public Safety Canada). RPP 2010-11 included only projects under the Research, Technology and Analysis (RTA) portfolio.
[21] http://www.tbs-sct.gc.ca/chro-dprh/ren-eng.asp
[22] http://www.tbs-sct.gc.ca/rpp/2009-2010/inst/dnd/st-ts00-eng.asp
[23] http://www.admfincs.forces.gc.ca/dao-doa/5000/5005-0-eng.asp
[24] http://www.veterans.gc.ca/eng/sub.cfm?source=department/press/back_ground/legacy-of-care
[25] http://www.cmp-cpm.forces.gc.ca/dhh-dhp/gal/ap-pa/index-eng.asp
[26] http://www.navyleague.ca/eng/
[27] http://www.armycadetleague.ca/
[28] http://www.aircadetleague.com/en/
[29] http://dsp-psd.pwgsc.gc.ca/collection_2009/ec/En4-57-2007E.pdf
[30] http://www.ecoaction.gc.ca/index-eng.cfm
[31] http://laws.justice.gc.ca/en/j-2/index.html
[32] Internal Services are defined by Treasury Board Secretariat and standardized across the Government of Canada.
[33] http://www2.parl.gc.ca/Sites/LOP/LEGISINFO/index.asp?Language=E&Session=14&query=4832&List=toc
[34] http://www.cfgb-cgfc.gc.ca/documents/LamerReport_e.pdf
[35] http://www2.parl.gc.ca/Sites/LOP/LEGISINFO/index.asp?Language=E&Session=14&query=4676&List=toc
[36] http://www2.parl.gc.ca/Sites/LOP/LEGISINFO/index.asp?Language=E&Session=15&query=5396&List=toc
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